

Bad news guys

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FT NEWSPAPER  
of THE YEAR

Europe's Business Newspaper

## Klaus Kinkel set to become leader of German FDP

Klaus Kinkel, former top civil servant who became German foreign minister last year, is set to become both vice-chancellor in the ruling coalition and leader of the Free Democratic party. He is expected to declare himself as a candidate for the FDP leadership tomorrow. Otto Lambsdorff retires later this year. Page 16

**Moi sworn in** Kenyan president Daniel arap Moi was sworn in for a further five-year term as opposition leaders launched a non-violent campaign to overturn last week's poll results. Page 4

**Italy blocks Japanese car imports** Italy is blocking further imports of cars from Japan until the European Commission and Japan agree on the number of vehicles to be exported to the EC this year. Page 16

**Volksbank shares suspended** Trading in the securities of troubled Swiss Volksbank, Switzerland's fifth largest bank, was halted in advance of an "important announcement" tomorrow. Page 17

**Italian inflation slows** Italy's consumer prices rose by 4.8 per cent in December - against 4.9 per cent the previous month - continuing the steady decline in domestic inflation. Page 2

**Mulroney changes cabinet** Several veteran ministers are leaving the cabinet of Canadian prime minister Brian Mulroney amid speculation that Mr Mulroney himself may also step aside in the next few months. Page 3

**Du Pont**, leading US chemicals group, will record a 1992 net loss, following \$60m of one-off charges needed to conform to new US accounting standards. Page 17

### Blow to Cambodian peace hopes

Prince Norodom Sihanouk, Cambodia's head of state, delivered a further blow to the UN's \$2bn mission in Cambodia by refusing to co-operate with UN peacekeepers or the Vietnamese-installed administration in Phnom Penh. He blamed his decision on the UN's failure to prevent attacks on his son's royalist party. UN officials are organizing elections in Cambodia scheduled for May, but have failed to impose a ceasefire between Phnom Penh and Khmer Rouge guerrillas. Page 4

**Ethiopian shooting** At least one person was killed as forces shot at students in Addis Ababa protesting at the Eritrean policy of Boutros Boutros Ghali. The UN secretary-general was in Ethiopia for a Sonnen peace conference. Page 4

**WestLB**, German public-sector bank, raised its stake in the Thomas Cook travel business from 10 to 26 per cent despite investigations by the cartel office into its influence over the German travel industry. Page 18

**UK computer subsidiary sold** A new UK-owned information technology company will be created through a buyout of McDonald Douglas Information Systems from the US aerospace group in a deal worth at least £200m (\$304m). Page 17

**Plutonium vessel docks** A Japanese vessel carrying plutonium was due to dock early today near Tokyo after a two-month voyage from France that has attracted international protests. Page 4

**Redland**, UK building materials group, has raised £100m (\$152m) through disposals, of which £55.6m will be reinvested in its continental European tile and brick activities. Page 17; Lex, Page 16

**Move for Milken** Disgraced financier Michael Milken has been released to a "halfway" house in Los Angeles after serving 23 months in jail for racketeering and securities fraud.

**Blockbuster chief quits** Blockbuster, US video rental chain, said Joseph Baczko had resigned as president to be replaced by Steven Bernard, vice-chairman. Page 19

**SmallCap Index** The FT-SE SmallCap index, measuring 450 smaller UK companies, was calculated for the first time. It closed at 1,377.85, up 14.09 points, rising 1.0 per cent against a 0.5 per cent increase in the FT-SE 100 index and 1.2 per cent in the FT-SE Mid 250 index. The main UK indices all closed at record highs, including the FT-Articulaires All-Share index calculated for the first time in its expanded form. Details, Page 17; Table, Page 25

**STOCK MARKET INDICES**

	FT-SE 100	FT-SE Mid 250	FT-SE All-Share	Nikkei	New York	Dow Jones Ind Ave	S&P Composite
Yield	4.25	4.25	4.25	16.994.88	15.822.20	13.09.22	435.85
Change	+0.07	+0.07	+0.07	+0.03	+0.03	+0.11	+0.14
Close	2,661.5	1,083.05	1,372.20	16,994.88	15,822.20	13,09.22	435.85

**US LUNCHTIME RATES**

	Federal Funds	3-mo Treasury Bid Yld	Long Bond	Yield
Change	-0.00%	-0.00%	-0.00%	-0.00%
Close	3.14%	1.14%	7.34%	7.34%

**LONDON MONEY**

	3-mo Interbank	3-mo Treasury Bid Yld	Long Bond	Yield
Change	-0.00%	-0.00%	-0.00%	-0.00%
Close	7.1%	3.14%	1.14%	7.34%

**NORTH SEA OIL (Argus)**

	Brent 15-day (Feb)	Y
Change	-0.00%	-0.00%
Close	517.975	18.0

**Gold**

	Y	Index
Change	-0.00%	67.0
Close	528.1	66.3

**New York Comex (Jan)**

	London	Close
Change	-0.00%	522.5
Close	522.5	533.05

**STOCK MARKET INDICES**

	Austria	Belgium	Denmark	Finland	France	Germany	Italy	Ireland	Spain	Sweden	UK	USA
Change	-0.00%	-0.00%	-0.00%	-0.00%	-0.00%	-0.00%	-0.00%	-0.00%	-0.00%	-0.00%	-0.00%	-0.00%
Close	1,223	1,223	1,223	1,223	1,223	1,223	1,223	1,223	1,223	1,223	1,223	1,223

# FINANCIAL TIMES

TUESDAY JANUARY 5 1993

D8523A

Bundesbank and Bank of France intervene as currency moves towards ERM floor

## French franc under pressure

By James Blitz in London, Alice Rawsthorn in Paris and Tim Coone in Dublin

**THE BUNDLES BANK** and the Bank of France yesterday intervened to support the French franc, as weaker currencies in the European exchange rate mechanism came under pressure after the holiday break.

The franc moved closer to its ERM floor against the D-Mark, as dealers continued to speculate on the possibility that the French currency could be devalued. The French and German central banks have repeatedly asserted that the current ERM parity is unbreakable.

Buoyed by a very good set of US economic indicators over the Christmas and new year period, the dollar hit DM1.6413 at one

point. It later closed at DM1.6365, its highest closing level in Europe since last summer.

The central bank intervention in support of the franc was estimated to be modest. By the close of European trading, the franc was at FF13.419 against the D-Mark, still more than a centime above its ERM floor.

"There are relatively few strong sellers but no one is buying and anyone holding francs has been anxious to cover their

position," said Mr Christopher Potts, chief economist at Banque Indosuez in Paris. "Whenever the franc recovers investors switch to D-Marks, which renewes the pressure."

The franc's weakness was accompanied by a sharp rise in French money market rates, with overnight rates going as high as 13 1/4 per cent yesterday morning before falling back to 12 per cent.

Official French rates were not increased although further rises in money market rates might make this unavoidable.

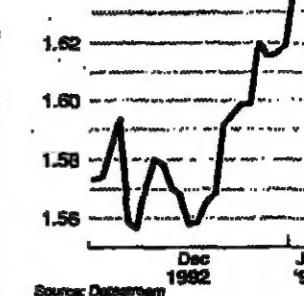
Yesterday's intervention followed weeks of currency speculation in November and December, in which both central banks were forced to support the currency in the markets.

However, the Bundesbank's decision not to lower its official rates has not relieved the pressure on the franc.

In Ireland, the Central Bank apparently indicated to the main clearing banks that "extremely punitive rates" would be imposed on banks left "short" of funds, having lent to borrowers for speculative purposes.

Market analysts, economists and business leaders are now in broad agreement that the current interest rate levels cannot be sustained much longer without damaging the Irish economy.

**Dollar**  
against the D-Mark (DM per \$)  
1.64



Source: Datascope

They said that the authorities were sticking to their "no devaluation" policy in anticipation of a cut in German interest rates by the end of January which would take the pressure out of the ERM.

**Bosnian factions break off peace talks**

By Robert Mauthner in Geneva

**TALES BETWEEN** the three warring Bosnian factions broke off amid disagreement last night but international mediators said the Geneva conference would resume on Sunday in an attempt to resolve outstanding differences.

Mr Cyrus Vance and Lord Owen, co-chairmen of the conference, said they would travel to Yugoslavia in the interval to try to push the peace process forward. Mr Vance said he would be having talks with Mr Slobodan Milošević, the Serbian leader, in Belgrade.

The meeting was adjourned after the co-chairmen had presented the leaders of the Bosnian Moslem, Serb and Croat communities with draft agreements for their signature. But only Mr Mato Boban, the Bosnian Croat leader, signed the documents, consisting of a political agreement on Bosnia's future constitution and division into 10 provinces, and an agreement on ceasefire and troop withdrawals.

Mr Alija Izetbegović, Bosnia's president, though agreeing with the constitutional proposals by the co-chairmen, if not the boundaries of the new provinces, signed neither the political or military document. Mr Radovan Karadžić, the Bosnian Serb leader, said he needed more time for reflection and had to consult his government colleagues.

However, Lord Owen said at a news conference that there should be no illusions that great

changes could be made to the proposals unless all three of the protagonists agreed on modifications.

Lord Owen made clear that one of the main stumbling blocks was the Bosnian Serbs' demand for an independent Serbian Bosnian state within Bosnia-Herzegovina, which was incompatible with the co-chairmen's proposal for an independent sovereign Bosnia-Herzegovina.

The co-chairmen said the discussions would have continued tomorrow if the orthodox Christmas holiday had not intervened.

The other main question remaining unresolved concerned the co-chairmen's map for a division of the country into 10 self-governing provinces.

Mr Karadžić was also resisting a proposal by the international mediators under which all heavy weaponry in Bosnia-Herzegovina would be placed under effective United Nations control, once a ceasefire had been implemented.

Meanwhile, the Bosnian Moslems put a damper on their demands for an adjustment of the provincial boundaries proposed by Mr Vance and Lord Owen, in an effort to divert attention from their own intransigence to the inflexible stand taken by Mr Karadžić on constitutional and military questions.

Mr Izetbegović was aided in

his task by the statement of Mr Fred Eckhard, the co-chairmen's spokesman, that the Bosnian Serb leader's position on the con-

tinued on Page 16

Moslems and Serbs seek to dodge blame. Page 2

## Watch on single market turns up complaints

By Andrew Hill in Brussels and Charles Batchelor in London

A NUMBER of EC countries have been accused of failing to abolish controls on people and goods only four days after the European Community formally launched the barrier-free internal market.

Euro Citizen Action Service, a Brussels-based lobby group for citizens' rights, said yesterday it had already received several "substantial" complaints about controls, via a fax and telephone hotline which was opened yesterday and will run all this week.

In London, the Department of Trade and Industry's single market telephone hotline received about 250 calls yesterday. Some callers appeared to have woken up to the implications of the single market at the last moment, an official said.

Popular requests were for information on the rules governing the transferability of professional qualifications in Europe and for a guide to sources of advice on the EC. Inquiry levels were about average for a Monday, which was usually the busiest day of the week, the DTI said.

In recent months the DTI 1992 Helpline received an average of

1,000 calls a week and an estimated total of 300,000 since it was set up four years ago.

The European Commission's London office also reported a high level of inquiries but other business advice agencies reported a quiet start to the single market.

Mr Tony Venables, director of EC citizens, said that judging from the 70 calls received, there was still considerable confusion about the lifting of controls. He managed to persuade British immigration officials at London's Gatwick airport to allow him into the UK this weekend without presenting his passport, but other travellers have been forced to show their documents.

Britain has said it will not abolish passport checks on travellers within the EC, although it has promised to lighten controls on EC citizens. But Mr Venables said: "As far as we can gather at the moment, customs officials have not been given any specific advice."

Ecas is likely to pursue allegations about British immigration authorities persisting with passport checks. In addition, the organisation could well follow up

Continued on Page 16

Threat to EC harmony, Page 5



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Congratulations to John Chittenden and the crew of the yacht Nuclear Electric on a truly brilliant performance in winning the Rio-Hobart leg of the British Steel Challenge round-the-world yacht race.

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**Nuclear Electric**

ENERGY FOR THE 21ST CENTURY

CONTENTS	



Most emollient hearing may be for Lloyd Bentsen's Treasury posting

## Clinton team faces gentle Senate test

By Jurek Martin  
in Washington

SENATE confirmation of President-elect Bill Clinton's new cabinet begins this week.

In spite of earlier threats by Republicans to subject the nominees to what has become known as the "Tower test", no one appears to face the risk of rejection - the fate that befell Mr John Tower, President George Bush's choice as defence secretary four years ago. He was undone mostly by revelations about his private life.

While no one can be approved in office before the president's inauguration on January 20, several may follow later that day or soon after.

The Democratic party's 57-43 edge in the Senate should provide sufficient insulation against rejection, but it is three votes short of being filibuster-proof and the elasticity of Senate rules makes procedural delays possible.

Those likely to face the toughest questioning are Mr Ron Brown, the choice for the Commerce Department, Mr Robert Reich, labour secretary-designate, and Ms Donna Shalala, due to take over health and human services.

Mr Brown, who faces the Senate commerce committee tomorrow, is the quintessential

Washington lawyer-insider, which helped make him such an effective national Democratic chairman over the last four years.

Political lobbyists, however, are not too popular at the moment, as Mr Clinton's tough new ethical standards for senior members of his administration attest, and Mr Brown's law firm has represented a number of foreign governments and corporations. These include Haiti when it was run by President "Baby Doc" Duvalier.

Mr Reich's voluminous writings over the last decade will provide critical senators with plenty of ammunition for what could be entertaining hearings, beginning on Thursday. Mr Clinton intends to give his close friend a higher profile than labour secretaries have enjoyed in recent years, with particular emphasis on industrial retraining.

Ms Shalala may be a target of Republican conservatives concerned she will push those policies favouring reproductive choice so vigorously opposed by the Reagan and Bush administrations. She has also spent more time in the field of education than in the areas covered by her new portfolio.

Hearings for the main foreign and security policy nomi-



President-elect Bill Clinton: hopes to see cabinet nominees come through hearings unscathed

nees will mostly take place next week, although there is a chance that the Senate armed services committee may begin its questioning of Mr Les Aspin, picked as defence secretary, on Thursday.

The most emollient session is likely to be next week when the Senate finance committee

hears from Mr Lloyd Bentsen, the Treasury secretary-designate who has been the committee's chairman for the last six years.

If the cabinet makes it through unscathed, history suggests that some secondary-level appointments subject to Senate confirmation could face

rougher proceedings.

The pro-life knives, for example, are out for Dr Joyce Elders, head of the Arkansas Public Health Department, who has been nominated to take over as surgeon general next summer and who is a leader of the pro-choice movement.

## Mulroney rejigs Canadian cabinet ahead of poll

By Bernard Simon in Toronto

SEVERAL veteran Canadian ministers are stepping down as part of a cabinet shuffle designed to freshen the face of the Progressive Conservative government ahead of the next general election.

Those stepping down include Mr Marcel Masse, the controversial defence minister; Mr

Jake Epp, energy minister; and Mr Robert de Cotret, secretary of state.

Announcing the shuffle yesterday, Mr Brian Mulroney, who has been prime minister since September 1984, gave no clue to his own intentions.

Speculation is rife that he will also step aside in the next few months. His personal popularity remains at rock-bottom

with only about one in five voters approving of his performance. It is widely thought that a new leader would greatly improve the Conservatives' chances in the election, likely to be held in the summer or early autumn.

The latest shuffle will trim the cabinet from 38 to 35 ministers, in keeping with efforts by the government to project

an image of restraint and improved efficiency.

Mr Masse will be succeeded as defence minister by Ms Kim Campbell, who previously held the justice portfolio. Ms Campbell, a forceful and bilingual British Columbian, is the favourite to take over as party leader if Mr Mulroney quits.

Mr William McKnight, previously agriculture minister,

takes over the energy portfolio.

Mr Mulroney said another reshuffle was likely before the election. Several other senior ministers are said to be contemplating their futures and may announce their retirement from politics before the election. These include Mr Michael Wilson, the trade and industry minister.

## Argentines taxed by economic recovery

Reforms are under pressure, reports John Barham

FOR the first time in years Argentines have a government strong enough to make them pay their taxes.

The crackdown on tax evasion is a central feature in Argentina's extraordinary economic recovery: by dragging hundreds of thousands of people into the tax net, the government can finance itself without printing money for the first time in a generation.

The political consequences are intriguing. Argentines are rediscovering that tax payments also give them the right to decide how money is spent, that government resources are limited and, thus, that they have a personal stake in how they are governed.

The government forecasts that, by raising tax revenues by a third to £14.4bn, it will have a balanced budget this year. Virtual elimination of the budget deficit has already cut inflation to less than 20 per cent a year - from a record 197 per cent a month in July 1989 - and, as a result, the economy is growing rapidly.

Previous governments, both civilian and military, lacked either the power or the legitimacy to collect taxes, so from the first military coup d'état this century, in 1930, they simply printed money. Few countries can match Argentina's ensuing inflation and massive devaluations, its vicious juntas, its Kafkaesque bureaucracy, its corruption, or its visceral aversion to paying taxes.

Now Mr Domingo Cavallo, economy minister, says inflation and devaluation are no longer options. He has made the currency convertible and required the central bank to hold reserves equivalent to the entire money supply. The result may be an overvalued currency, but Mr Cavallo says convertibility is "brutal, ultra-realistic. It removes from all sectors [the ability] to evade reality. All sectors used to believe there was always a rabbit in the top hat."

As well as raising taxes, President Carlos Menem is dismantling the corrupt and inefficient state, eliminating the overregulation that justified its existence but suffocated the economy. Nearly all state companies are being privatised this year and the civil service is being decimated. This attack is hugely popular.

However, Mr Menem has left little in its place. Mr Miguel Angel Brolo, a business consultant, warns: "The state is as inefficient in providing education as it was in making steel. We need a small but efficient state."

The atrocious social services are especially worrying now that Mr Cavallo's economic reforms are beginning to hurt.

Real wages are falling and wealth is becoming more concentrated. Mr Ricardo Gutierrez, Treasury secretary, admits: "Growth creates losers as well as winners. We need a safety net, an efficient and rapid social service system."

Failure to respond to social demands could threaten the future of economic reform. Reform in Chile was imposed by a military junta and in Mexico by a one-party state. In Latin America, only Bolivia has succeeded in combining it with democracy.

The difficulty in Argentina is

that the people's will - expressed in regular, fair and free elections - may not coincide with Mr Cavallo's plans. In last year's congressional and gubernatorial elections, voters overwhelmingly endorsed Mr Cavallo's reforms. In elections in September this year, it may be a different story.

The traditional option of appeasing public opinion by handing out wage "increases" or providing public sector jobs is no longer valid. Already, though, Mr Cavallo is under tremendous pressure from within the government to ease his strict policies.

Worryingly, he has responded with a 17.4 per cent increase in spending to \$280bn this year, which he must cover with tax revenues and privatisation receipts - and in October restored some trade protection.

Although Argentina does not have much of a democratic tradition and is having to reconstruct its shattered political and economic systems simultaneously, democracy will probably withstand the stresses of reform. The military is discredited, the trauma of hyperinflation has created a consensus for change, and the examples of Chile and Mexico show that sacrifice can be worthwhile.

The risk is that Mr Menem will shrink from reform in the face of public hostility, as he is trying to amend the constitution to run for re-election when his term ends in 1995. He makes little effort to hide his irritation with Mr Cavallo, whose days in office are in consequence often rumoured to be numbered.

But Mr Cavallo says that with every day his policies remain in place he is winning new allies. As more individuals and companies pay taxes, repatriate their savings or hold local currency they become stakeholders in stability. Nobody likes paying taxes, but Argentines hate inflation and economic instability even more.

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- 22-27 August 1993 7th International Symposium on Limb Salvage (ISOLS)
- 21-24 September 1993 ChemAsia '93 Conference (\*AIF)
- 7-10 October 1993 3rd Asia Pacific Society of Respiratory Congress

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- 17-22 May 1993 Asia Telecom '93
- 31 October - 4 November 1993 4th ASEAN Congress of Rheumatology
- 15-21 March 1993 GCSAA Pacific Rim Golf Course Conference and Show '93
- 25-28 March 1993 Golf Asia '93
- 20-22 April 1993 Food Ingredients Asia '93
- 17-22 May 1993 Asia Telecom '93

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# Gunfire greets Boutros Ghali in Ethiopia

By Julian Ozanne  
In Addis Ababa

THE TROUBLED Somalia peace mission of Mr Boutros Ghali, United Nations secretary general, took another turn for the worse yesterday as Ethiopian forces fired on students protesting against UN policy on Eritrea. Four Somali factions boycotted his opening remarks to the Somali peace conference.

The incidents in the Ethiopian capital came a day after an angry mob of demonstrators in Mogadishu prevented Mr Boutros Ghali from visiting the UN headquarters in the Somali capital, pelted the building with rocks and chanted "Boutros Ghali go home".

According to witnesses in Addis Ababa, Ethiopian security forces opened fire directly into a large crowd of students trying to make their way to the conference venue. At least one student was killed, at least a dozen suffered serious gunshot wounds and scores more were later treated for minor injuries. There were unconfirmed reports of a further six fatalities.

Student leaders later said they were trying to protest against the UN chief's proposed visit to Eritrea, the northern secessionist province which will vote on independence from Ethiopia in a referendum in April, and petition him on the "dictatorship" of the Ethiopian government.

The UN has sent a mission to Eritrea and agreed to send observers to the referendum - a move deeply resented by some southerners who want to preserve the territorial unity of their country.

The shootings occurred an hour before Mr Boutros Ghali opened the Somali peace conference which brings together 14 factions. An alliance of four groups from the southern Darod clan refused to take their seats to hear the UN chief, in protest against the exclusion of three other allied

groups. "Boutros Ghali does not have the right to decide who shall take part in a Somali peace conference," said Mr Mohammed Hashi, an official of the United Somali Party.

However Mr Yusuf Omar Al-Azhari, an official of the Somali Salvation Democratic Front, which controls a large swathe of northern Somalia and also joined the boycott, said the alliance was also protesting against the participation of warlords who they allege have massacred their clansmen. The SSDF, he said, was calling for the establishment of a human rights court to try Somali war criminals.

"How could the UN allow people who have denied food and medicine to their own people and perpetrated genocide sit down to talk about peace and decide the future of Somalia?" he asked.

UN officials were yesterday playing down expectations of any big achievement from the conference and said at best they hope for agreement on the agenda, venue and list of participants in a future political reconciliation conference.

In his conference address Mr Boutros Ghali said: "The process of national reconciliation will be long difficult. It will take months, and perhaps years... We are here today to begin this process. What begins well can end well."

In a much tougher speech, Ethiopian President Meles Zenawi castigated the Somali leaders for allowing clan rivalries to destroy their country.

"Because your judgments have been clouded by... clan sentiments and animosity you stand now before the Somali people, the international community and history as the principal engineers of the tragedy in Somalia," he said.

• The UN will begin removing some troops from Somalia this month, but most will remain beyond January, Mr Dick Cheney, defence secretary, said yesterday. Reuter reports from Washington.

# Opposition says it will challenge Moi's election

By Michael Holman in Nairobi

KENYAN President Daniel arap Moi was yesterday sworn in for a further five-year term as an opposition coalition warned it would launch a non-violent campaign designed to overturn last week's election results.

At a hastily organised ceremony at State House, Nairobi, Mr Moi promised to "serve all Kenyans, with dedication and humility for the development and prosperity of our people".

Absent from the occasion was Chief Emeka Anyaoku, the Commonwealth secretary general, who arrived yesterday to begin efforts to end the political impasse. Chief Anyaoku, who met the president in the afternoon, was said to be resting after his journey.

Mr Moi faces his first test this week, when he is expected to announce his cabinet. Without representatives of the Kikuyu and the Luo, the country's two largest tribes, it will have little credibility, but the election showed overwhelming opposition to the president from both ethnic groups.

The opposition alliance, comprising Kenneth Matiba's FORD-Asili, Mr Jaramogi Oginga Odinga's FORD-Kenya and the Democratic Party led by Mr Mwai Kibaki, has come under criticism from some supporters for raising the prospect of a boycott of parliament.

At a press conference Mr

Kibaki renewed the opposition's claim that the poll had been rigged, but declined to say how it would fulfil its threat to stop Mr Moi exercising power. A non-violent anti-government campaign was being planned, he said, but declined to give details. Most observers believe the alliance has little option but to function as a parliamentary opposition.

An observer group from the US made the sharpest criticism to date of last week's poll. "We believe that the electoral environment was unfair and the election process seriously flawed," the international Republican Institute said. The institute said it could not find a pattern in counting irregularities but that "further investigation is warranted."

• Ghanaian President-elect Jerry Rawlings' party won 182 of the 200 seats in parliament after the opposition boycotted elections, Reuter reports from Accra.

The Jordan Shipping Agents' Association says the total loss of port revenues from trade with Iraq since August 1990, when the sanctions were imposed, amount to \$300m.

In addition to this, operators shipping cargoes to Jordan, or other transit destinations such as Syria, have increased their charges to account for interference by naval inspectors policing sanctions in the Red Sea.

Ships for Aqaba are frequently subject to delays and the risk of being turned away, and they are forced to carry lighter loads in order to make their cargo accessible to inspection.

The authorities invested heavily in the Aqaba port in the 1980s.

A new oil terminal, seven additional berths, and a \$3m communications centre were built to handle the ballooning demand from Iraq when Baghdad's Gulf outlets were blocked by war with Iran.

Aqaba is now operating at only 60 per cent of capacity compared with 1989.

At a press conference Mr

Kibaki said it and the PLO's mainstream Fatah movement

1st group responsible for violent acts against the Israeli occupation. This sudden removal from the streets of around 1,000 people undoubtedly stunned the organisations.

But those sceptical of the effectiveness of the mass round-up say the subsequent hull in armed attacks on the security forces is almost certainly temporary while the guerrillas lay low in the immediate aftermath. The killing of a Shin Bet secret service officer on Sunday, and a non-fatal stabbing of another Israeli on the same day may have been the first signs of a revival of the violence.

Governments and military officials have acknowledged that the arrests and deportations did not include the killers of six Israeli soldiers by Hamas and Islamic Jihad in early December whose deaths



## Jordan hit by sanctions on Iraq

By James Whittington  
in Amman

THE JORDANIAN economy has suffered losses of at least \$67m (237m) in nearly 2½ years of United Nations sanctions against Iraq because of the reduced volume of transit cargo through the port of Aqaba and the cost of ship inspections, according to the Jordan Shipping Agents' Association.

The losses are a sizeable amount for a country with gross domestic product last year of \$3.95bn.

Transit imports to Iraq through Aqaba have collapsed by 86 per cent since the onset of the Gulf crisis.

In 1988 some 5.6m tonnes of transit cargo for Iraq passed through Aqaba. In the first 11 months of last year the total was just 1.9m tonnes, mainly food and medicine.

Transit exports from Iraq, about 11.8m tonnes in 1988, have ceased.

The Jordan Shipping Agents' Association says the total loss of port revenues from trade with Iraq since August 1990, when the sanctions were imposed, amount to \$300m.

In addition to this, operators

shipping cargoes to Jordan, or other transit destinations such as Syria, have increased their charges to account for interference by naval inspectors policing

sanctions in the Red Sea.

Ships for Aqaba are frequently

subject to delays and the risk

of being turned away, and

they are forced to carry lighter

loads in order to make their

cargo accessible to inspection.

The authorities invested

heavily in the Aqaba port in

the 1980s.

A new oil terminal, seven

additional berths, and a \$3m

communications centre were

built to handle the ballooning

demand from Iraq when

Baghdad's Gulf outlets were

blocked by war with Iran.

Aqaba is now operating at

only 60 per cent of capacity

compared with 1989.

At a press conference Mr

Kibaki said it and the PLO's

mainstream Fatah movement

1st group responsible for violent acts against the Israeli occupation. This sudden removal from the streets of around 1,000 people undoubtedly stunned the organisations.

But those sceptical of the

effectiveness of the mass

round-up say the subsequent

hull in armed attacks on the

security forces is almost cer-

tainly temporary while the

guerrillas lay low in the imme-

diate aftermath. The killing of

a Shin Bet secret service offi-

cer on Sunday, and a non-fatal

stabbing of another Israeli on

the same day may have been the

first signs of a revival of the

violence.

Governments and military

officials have acknowledged

that the arrests and deporta-

tions did not include the killers

of six Israeli soldiers by Ham-

as and Islamic Jihad in early

December whose deaths

prompted the expulsions.

Most of those rounded up

were either prominent local

figures known for their advo-

cacy of Islamic revivalism or

people involved in little or

no low-level *intifada* street

demonstrations against Israeli

rule. Large numbers of mosque

officials, Islamic and other ac-

ademics, physicians and profes-

sionals were included in the

expulsions.

These people were

well-known for their public

support and sympathy for

Hamas. But they are not the

real activists, who have to

operate underground. They

work in small cells and do not

have any public face," said a

PLO spokesman.

To some extent, the army

and security forces

will still move against

the terrorist element," said

one, referring to the armed

cells. "We will get these people

as well."

But western governments

have expressed concerns to

Israel that the expulsions have

increased sympathy for Ham-

as and its fellow Islamic groups

at the expense of the PLO at a

time when public support for

the PLO-backed peace talks

was vulnerable but was not

perceived to be leaning

towards the extremists.

"We are worried about the

longer term effect on Ham-

as - on the ability of clandestine

organisations to recruit. We

think these developments will

only help them," said a diplo-

mata.

Western diplomats say they

would prefer to see Israel act

more clinically against chan-

nels of financial and material

support said to be flowing to

Hamas from Iran and, to a

lesser extent, from Saudi

Arabia.

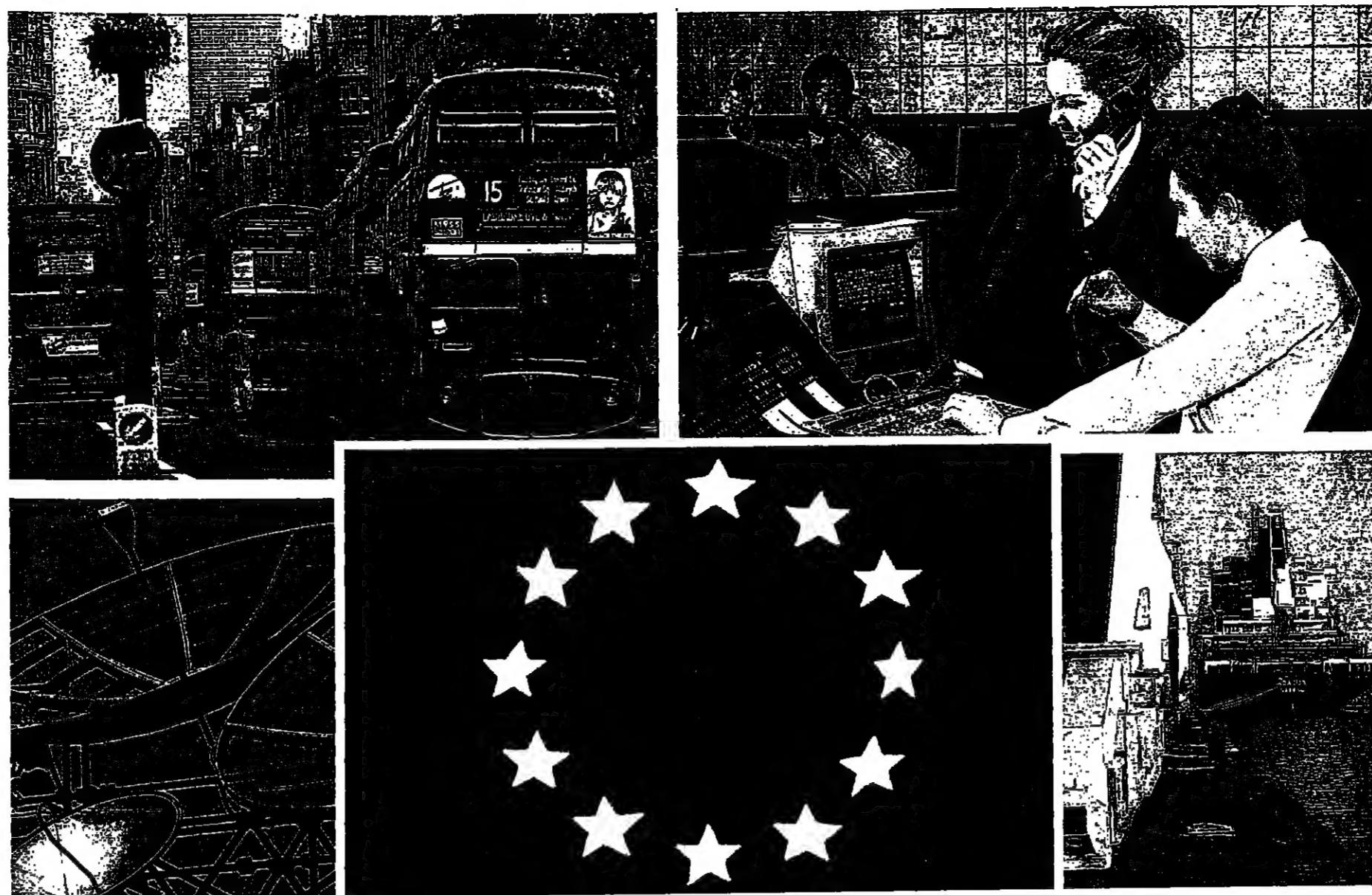
Health and social services

were to receive SR14.1bn, a 15

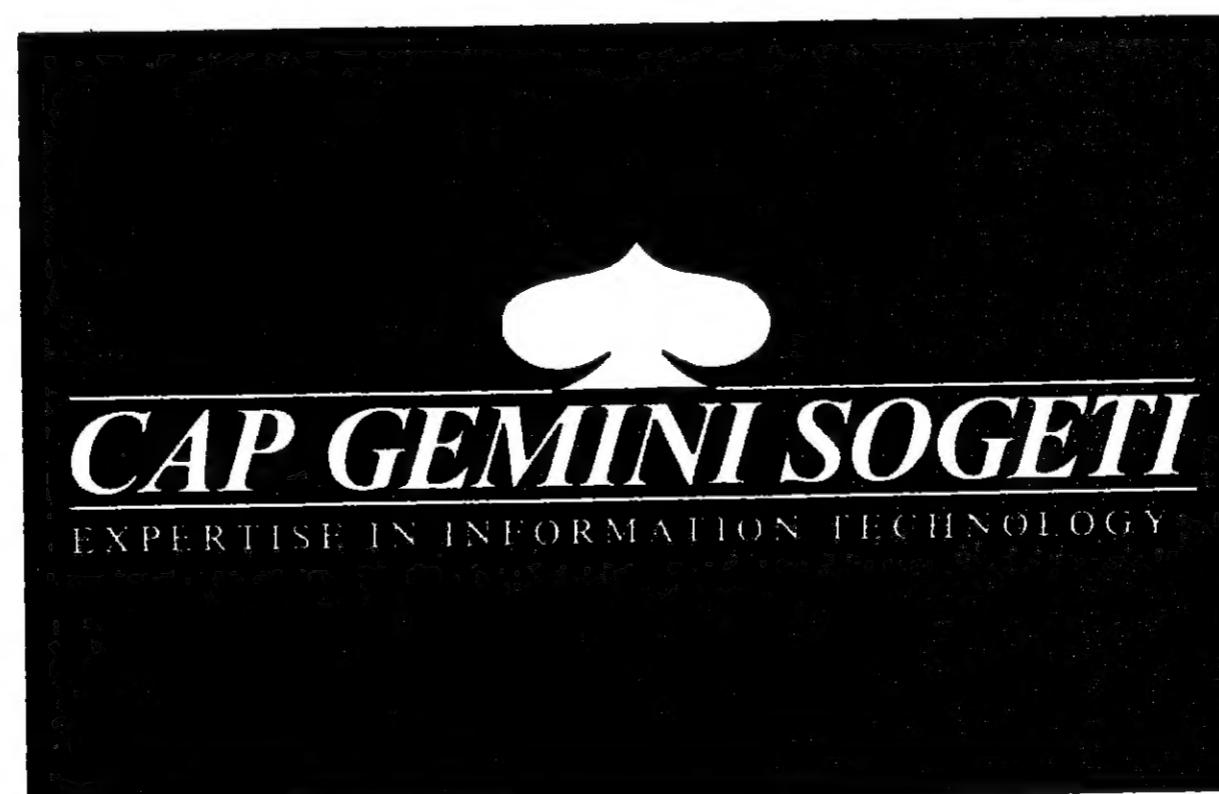
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## NEWS: WORLD TRADE

# Import curbs may threaten EC harmony

**SINGLE MARKET WATCH** THE first six months of the new single European market could be marred by legal disputes over national import restrictions, which are still in place in many EC countries despite the lifting of internal barriers on January 1, writes Andrew Hill in Brussels.

EC foreign ministers have still not agreed whether to abolish or harmonise national quotas on textiles, toys, footwear and a variety of goods from "state trading countries" - China, North Korea and Vietnam. The European Commission has also failed to devise a temporary solution to national quotas.

In practice, importers say this could lead to a ban on the import of such goods, as 1992 import licences have expired. Some are preparing to take legal action against the Commission if trade is disrupted.

Meanwhile, Britain, France and Italy have asked to maintain controls on imports of bananas from Latin America. Under a special clause of the EC treaty, member states can request Brussels to allow them to keep or reimpose controls to prevent "economic difficulties" caused, for example, by cheap imports across internal borders.

Commission officials said yesterday they were unsure

how such restrictions would be applied in the absence of internal controls on goods.

Bananas are still subject to different import regimes across the EC, as a deal to harmonise the system will not become effective until the middle of this year. Until then the three countries which have treaty commitments to Caribbean and African producers, fear a flood of cheaper Latin American bananas imported illegally from Germany, Denmark and the Benelux countries.

No member state has yet asked to maintain quotas on imports from trading countries. But some importers are already preparing to switch imports to the most liberal EC.

For example, Reebok and Nike, the sports shoe manufacturers, may try to import their Chinese-made training shoes through Ireland or Greece, the only EC countries without quotas for Chinese footwear. If they find that other member states are applying their restrictions.

The companies are also ready to claim damages from the Commission if products are blocked at external frontiers.

The question of what to do about outstanding national quotas is linked to controversial Commission proposals to streamline the procedure for imposing anti-dumping duties on non-EC imports. This will be one of the first issues which Sir Leon Brittan will consider when he takes over as EC trade commissioner tomorrow.

# South Carolina offers glimpse of Clinton way

Barbara Harrison on investment attracted by a trained workforce

THE modern office buildings and factories that dot the green landscape of western South Carolina, once an agricultural backwater, are all the more remarkable once the names of the companies come into view: Michelin, Robert Bosch, Bayer, Rhône-Poulenc, Siemens, Unilever.

The latest foreign entrant to this unlikely international neighbourhood in America's South is BMW, the German car maker, which recently began construction of a \$300m assembly plant in the Greenville-Spartanburg area.

Greenville and Spartanburg, two small but plucky cities, have lured hundreds of millions of dollars in investment from foreign companies over the last five years. Together they have attracted more foreign investment per capita than any equivalent area in the US.

Spartanburg alone has more than 80 foreign companies, half of them German. In South Carolina overall, Germany has a 30 per cent share of the state's cumulative foreign investment total of \$9.3bn. Japan accounts for 16.9 per cent, Britain and France about 14 per cent each and Switzerland 11.4 per cent.

A survey of foreign companies in the state by the financial consultants KPMG Peat Marwick says: "Over the last five years, South Carolina has consistently been a leader in attracting foreign investment, with the annual growth in the number of foreign-owned companies establishing headquarters in South Carolina ranging from 9 to 12 per cent."

With keen competition among US states for foreign investment - in particular for plants that create new jobs - South Carolina has composed a seductive package of attractions, say executives of foreign manufacturing groups.

While low corporate income tax, excellent transportation and competitive business costs are part of the package, the state's biggest enticement is its labour.

Not only is it plentiful, largely unisoned and relatively cheap, as is the case throughout the south-east, but South Carolina offers an innovative scheme to custom-train an investor's workforce.

Through a network of 16 technical colleges, the state will recruit and train employees at little or no cost to meet the specific needs of incoming or expanding companies.

Although the state's overall educational achievements rank poorly within the US, its tech-



nical training programme is considered one of America's more far-sighted. The scheme is also in tune with the incoming Clinton administration's thinking, underlined by the choice of former South Carolina governor Mr Dick Riley as education secretary.

Germany's Robert Bosch, which has two automotive parts manufacturing plants and a total of \$48m worth of investment in South Carolina, says a key reason it chose the state was the government's worker training programme. It has even set up a German-style apprenticeship programme in conjunction with some of the local technical colleges.

Lucas Industries of the UK, another automotive parts manufacturer, settled on South Carolina largely for the same reason. At first, it invested for just an engineering test facility, but has expanded to a manufacturing plant employing more than 300. It already supplies fuel injectors for BMW in Germany and hopes to earn business from the car maker's new plant nearby.

The state's success in attracting foreign business is getting attention in economic development circles, especially since BMW's announcement. And while South Carolina was relatively hard hit by the US recession during the last two years, economists say it is poised to recover well, not least because of BMW and the supplier network it is expected to spawn.

The level of job creation by foreign companies has helped steady the local economy and has kept the state's unemployment rate running well behind the national average. At the end of 1991, 73,000 people were employed by foreign companies, responsible for more than 20 per cent of all new jobs in South Carolina from 1987.

Moreover, the average annual wage for these new jobs was nearly \$4,000 higher than the average state wage of \$19,600.

Bureaucrats scorn proposal by American-Jewish businessmen

## Plan for free trade zone irks Israelis

By Hugh Carnegy  
in Jerusalem

THE American-Jewish community has long been an economic and political lifeline for Israel, but beneath the surface there have been tensions. A proposal by a group of Jewish businessmen in the US that Israel establish a free export processing zone (FEPZ) has now brought the tensions into the open.

The battle pits backers of the Israel Export Corporation, set up to establish an FEPZ, against an array of senior officials in Israel's key economic ministries. In the middle is Mr Yitzhak Rabin, prime minister, and Mr Avraham Shochat, finance minister, who have yet to decide whether to give the scheme the go-ahead.

The FEPZ proposal appears an almost irresistible lure to a government anxious to reverse negative net foreign investment and to cut unemployment of more than 11 per cent. The Israel Export Corporation's shareholders include Mr



Caught in the middle: Israeli Prime Minister Yitzhak Rabin has yet to make a decision

Sy Syms of Syms Corp, a US clothing manufacturer, brothers Robert and Alan Tishman, both in property, and Mr Jay Pomrenze of Bankers Trust in New York. Mr David Yerushalmi, chief executive of Israel Export Corporation, says 14 potential investors who met Mr Rabin last month pledged to create 36,000 jobs and inject more than \$1bn (£600m) into an FEPZ.

The government is being asked to establish a privately run free-trade zone outside Israel's customs territory, for-

ign exchange controls and bureaucracy. Apart from national security and environmental legislation, the zone would be excluded from labour and trade union agreements.

There would be a 25-year tax holiday, but companies operating in the FEPZ would have no access to Israel's industrial aid and tax incentives.

Israeli bureaucrats, however, are far from impressed. A report by a committee set up by Mr Shochat to study the proposal, headed by Mr Yoram Gabbai, head of the state revenue

department, delivered an unequivocal rejection. It saw "legal and economic anarchy" and "unbearable discrimination" if the FEPZ legislation was enacted.

It said evidence of such zones' success in countries like South Korea and Taiwan did not apply to a developed, high-wage economy such as Israel's. It was worried about loss of tax revenue and possible breaches of Israel's free trade agreements with the US and EC.

The report also doubted that investment would materialise.

## Indian steel plant planned

By Kunal Bose  
in Calcutta

CAPARO Industries of the UK has teamed with the state government of Orissa to set up a 3m-tonne integrated steel plant at Daburi in Orissa. Mr Narasimha Rao, the Indian prime minister, will lay the foundation stone in March.

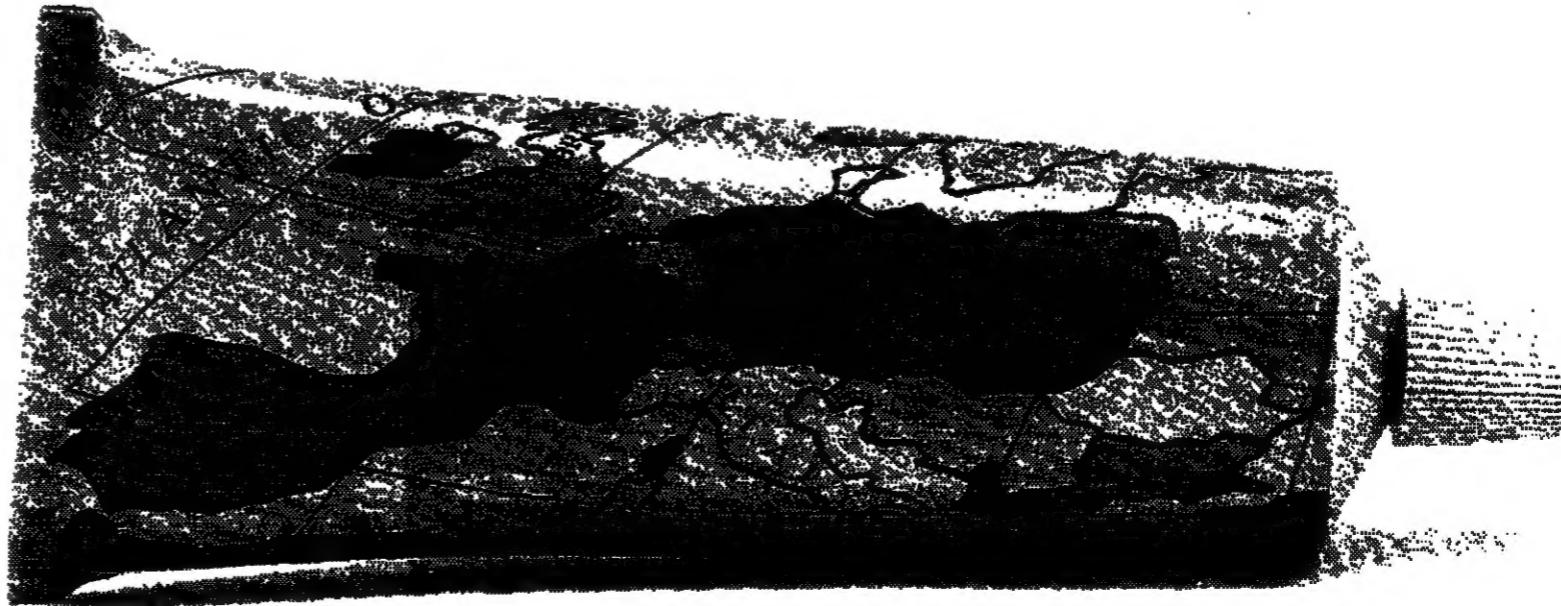
The project is to be implemented in two or three phases, with the first phase capacity fixed at 1m tonnes. Implementation of the first phase will require an investment of about Rs500m (£1.13bn), including a foreign exchange component of at least Rs200m.

Caparo plans to invest Rs2bn in the equity of Kalinga Steel and the Orissa government Rs1bn. In the first phase, Kalinga will produce hot rolled coils. While the plant will use imported coking coal, its requirement of iron ore will be met by the state-owned mines at Daitari in Orissa. Steel will be produced through the blast furnace route.

Kalinga Steel, according to Caparo chairman Mr Swraj Paul, will have to export up to 20 per cent of production to pay for the import of coking coal.

Mr Biju Patnaik, chief minister of Orissa, who recently visited

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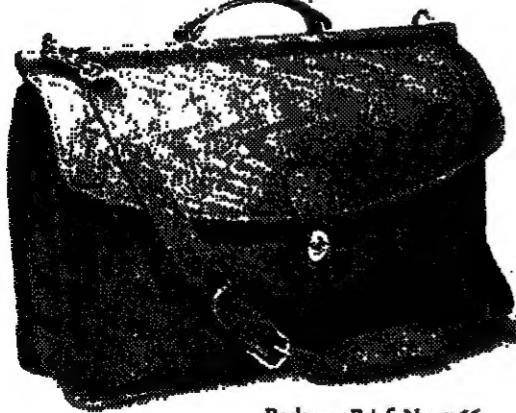
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# Labour attacked over 'Clintonisation'

By Ivo Dawsy,  
Political Correspondent

A SENIOR member of Britain's opposition Labour party is today preparing to launch a fresh challenge to the party leadership over its apparent decision to draw strategy lessons from the election campaign of US president-elect Bill Clinton.

Mr John Prescott, Labour's transport spokesman, is expected to use an appearance on British television today to warn against politicians' decisions being driven by public

opinion, the views of image-makers or the findings of polls.

Advocates, meanwhile, of a fundamental change of identity for Labour are preparing to press their case with the publication of an article, entitled *Lessons from America*, drawing strongly on the Clinton campaign's achievements.

The paper by Mr Philip Gould and Ms Patricia Hewitt, two close aides to the 1982 election team of Mr Neil Kinnock, the former Labour leader, is published in the first edition of *Renewal*, an internal party magazine.

It argues that the party must refocus its appeal by creating a new populist politics, targeted at the majority not minorities.

Last night, Mr Prescott reiterated his claim that the so-called "Clintonisation" of Labour is becoming a crucial struggle for the party.

In a forecast of his broadcast, he said growing debate over how much should be learnt from the US election vindicated his decision last month to counsel publicly against the party's modelling itself on the new Democrats.

He insisted he was ready to

hear what conclusions members of the Clinton team had drawn from their victory, but went on to counsel against allowing pollsters to act as the new "high priests" of politics.

Evidence of the intensity of Labour's debate over Mr Clinton's election campaign is abundant this week. Both Mr Tony Blair, the party's home affairs spokesman, and Mr Gordon Brown, the chief finance spokesman, are in Washington, making contact with the incoming US administration.

On Friday, two leading Clinton campaign strategists - Mr

Stan Greenberg, a policy director, and Mr Bob Boorstein, deputy communications director - will address a private meeting of the leader's committee: Mr John Smith's top advisory group on party strategy.

At the weekend, the two men are also due to discuss the president-elect's economic plans at a London conference sponsored by the Transport and General Workers' Union.

The moderniser faction in the Labour leadership appear increasingly convinced that the party must draw strongly on the Democrats' experience.

## Britain in brief



### Intervention cost £1.7bn, claims Brown

Mr Gordon Brown, the Labour party's finance spokesman, claims the cost of Bank of England intervention to defend sterling on "Black Wednesday" may have cost the Treasury up to £1.7bn.

Demanding an independent inquiry into the events of September 16 when the UK fell out of the exchange rate mechanism, his aides said independent advisers had estimated interventions totalling up to £14bn.

"The extent of the loss could be as much as the whole budget for trade and industry this financial year," he said.

### Baqi denies BCCI charges

Mr Mohammed Abdul Baqi, the former managing director of Attoco Oil, has denied conspiring with senior managers of the collapsed Bank of Credit and Commerce International to deceive auditors Price Waterhouse that his company owed the bank more than \$110m.

Mr Baqi pleaded not guilty to 16 counts of furnishing false information when he appeared at London's Old Bailey. He remained on bail until February 26.

### Police seek shooting clues

Police investigating the killing of Mr Donald Urquhart, a London property consultant, are still searching for a motive. Detectives were making inquiries in London's West End where Mr Urquhart, 55, was shot at the weekend by a man who escaped on a motorcycle.

The businessman had property dealings through a company called Bellgap. Police believe the shooting was the work of a professional killer.

### Paramilitaries reject talks

Loyalist paramilitaries in Northern Ireland have rejected an offer of talks with nationalists amid fears of an escalating murder campaign against Roman Catholics.

The banned Ulster Freedom Fighters, one of the Protestant groups involved in a wave of sectarian shootings, said it was not prepared to sit down with Mr Seamus Mallon, the deputy leader of the predominantly Catholic SDLP.

Mr Mallon had challenged loyalist gunmen to meet him after the Ulster Volunteer Force claimed responsibility for the first serious terrorist attack of 1993 - the murders of a Catholic father and son near Dungannon, Co Tyrone.



The first snow of winter in the Yorkshire coalfields covers the stockpiles at Sharston Colliery, threatened with closure under the government's pit review programme. Opposition to the programme will be stepped up tomorrow when unions meet to plan the next stage in their campaign

### Setback after 13 months of negotiations over imports

## Dispute hits Skoda distribution

By John Grimshaw

A SPLIT has developed between the Volkswagen-controlled company which is taking over imports of Czech-built Skoda cars to the UK and Skoda (GB), which has handled them for the past 27 years.

Skoda (GB), owned by Motorkov, the former Czechoslovak state foreign trade organisation - itself now being privatised - is refusing to allow its 250 dealers to sign contracts with the new company, Skoda Automobile UK, while negotiations continue on whether Skoda (GB) should be allowed to continue to play an operational role in the import and distribution of the cars.

About 10,000 Skodas are sold annually in the UK. Mr David Wilks, spokesman for Skoda (GB) said yesterday

that Skoda (GB) had expected that the Kings Lynn, Norfolk, import and preparation centre which it has been operating for many years would continue to process the cars under contract to Skoda Automobile UK.

Instead, VW - which is building a 70 per cent stake in and already has management control of the Czech manufacturer - is planning to set up its own import and distribution arrangements, in keeping with its intention greatly to expand Skoda sales. Its aim is to quadruple sales, to 40,000 a year, by as early as 1996.

While refusing to release dealers from their franchise contracts, Skoda (GB) said it has temporarily freed them from their obligation to buy cars exclusively from Skoda (GB), effectively allowing them to take supplies from the new

company while negotiations continue, and as and when Skoda Automobile UK starts making its own shipments.

The cooling in relations between the two sides comes as a setback after 13 months of mainly amicable negotiations over the transition. More than 28 Skoda (GB) personnel have already transferred to the new company. However, the impasse over the Kings Lynn import centre has led to some 44 people being made redundant there.

Skoda Automobile UK formally took over as the UK importer on January 1. It is a wholly-owned subsidiary of Skoda Automobilka, in which Volkswagen is building a 70 per cent stake. VW already holds 31 per cent, with the balance in the hands of the Czech government.

### Threat of legal action over Trinity Insurance

SOME former directors of

Trinity Insurance face possible legal action following the collapse of the company last year with net liabilities now estimated at £55m, writes Richard Lapper and Andrew Jack.

In the accounts for the year to December 31 1991 Mr John Winter, who was appointed chief executive of the privately owned general insurance company in January last year, said a series of "inappropriate" transactions contributed to losses of £20.1m in 1991.

The accounts show investment losses of £13.7m in 1991, including several million pounds written off against loans to Panfida, an Australian retailing group now in liquidation, in which Mr Rupert Murdoch's News Corporation had a 29.9 per cent stake.

The accounts come in a doc-

ument, prepared by Price Waterhouse, provisional liquidators, which advises Trinity's 15,000 policyholders and creditors to approve a scheme which could lead to a pay-out of between 60 and 70 per cent.

The scheme would allow the directors to remain in charge of the company during its winding down under the supervision of an insolvency practitioner, and avoid the need for liquidation procedures, which could delay any pay-outs for many years.

Ernst & Young, which became auditors after the new directors asked Pannell Kerr Forster to resign last July, said in their report to the accounts that income and expenditure may have been incorrectly allocated between 1990 and 1991, and assets and liabilities misclassified in 1990.

### British industry manages to find role for supervisors

Companies are re-examining the responsibilities of middle-ranking employees, writes Lisa Wood

MRS Sharon Roy, a supervisor at Buckingham Foods, where a million sandwiches pour off the production lines every year, says that in the old days she thought of herself as a line leader who made sandwiches. "I never thought about profit," she says.

She does now and enjoys her job a lot more. In management jargon she has been "empowered" which means she is no longer an overseer but plays an active role in both managing the shop floor and the production process.

Identified by a host of think-

tanks as one of the weak links in British industry, supervisory training - or the lack of it - has been an important management issue in 1992.

Mrs Roy's experience is an example of what can happen in a reasonably enlightened company. "I'd describe myself as a middle-manager," she says. "I make my own decisions about how I achieve the production targets and I am responsible for quality control. Before, I used to come in and pick up a sheet which said how many sandwiches we had to produce and what variety."

"I had no influence on the number of staff required on a line, any input into how long processes should take or any direct control over the machinery."

"Things have changed."

Buckingham, a subsidiary of the Booker food group, realised supervisors were a key group of workers whose role had to be addressed if other shop floor reforms - including more up-

to-date information systems - were to succeed.

It's an insight that a number of British companies are coming to share including British Rail, BP Oil, Dunlop and Fisons along with international companies including Nissan, the car manufacturer.

A measure of how fast they are putting their perceptions into practice has been provided with the publication by the Management Charter Initiative (MCI) of national standards aimed at assessing the quality of supervisors.

The MCI standards, linked to the new national vocational qualifications, cover four main

areas: managing finance; information; people and operations.

Inadequate supervisory skills have been part of the productivity problem of British industry for many years. Supervisors, like much of the workforce, have suffered from a lack of adequate training.

The UK's 1.2m supervisors are a disparate group - ranging from line leaders in a Belfast missile factory to British Rail station managers. In the past few organisations had a clear idea of what supervisors do.

In recent years the "human relations" school of management has emphasised the

importance of the supervisor in motivating the work group.

But the rise of the specialist personnel department also resulted in a reduced role for the supervisor in recruitment and industrial relations.

But organisations such the Confederation of British Industry argue that if Britain is to undergo a skills revolution the supervisor needs to take centre-stage.

A recent CBI report spelled out the problem: "The potential among middle managers and supervisors exists but is not being harnessed. It is a resource which is currently being ignored, under-utilised

and demotivated."

The CBI draws upon a study of engineering and textile plants in Britain, France and Germany between 1988-1990 to press home its message. The study by the National Institute of Economic and Social Research found significant differences between Britain, France and Germany in the range of supervisors' functions.

● In Germany, foremen were aware of their section's production costs and received production schedules well in advance for forward planning.

● In Britain, by contrast, foremen frequently faced "crisis management," chasing sup-



Buckingham Foods supervisors Theresa Allen (left) and Sharon Roy oversee sandwich production at the Milton Keynes plant

plies, re-scheduling because of breakdowns and training new staff because of high turnover.

● French supervisors, it was found, were also under strain because of anxieties that their craft training was inadequate to cope with production demands influenced by new technology.

● Only in Germany did a large pool of skilled workers created by the apprenticeship system ensure that almost all supervisors are qualified at least to craft level and above.

Research from the former National Economic Development Council reinforces this view. The proportion of German supervisors working in manufacturing industries with qualifications in 1991 was nearly double that of the UK. This was reflected in pay - with a much greater pay differential between craftworkers and supervisors in Germany.

Drawing on the experience and example of countries such as Germany are among the main challenges facing employers in the UK.

Buckingham Foods, which is comparatively fresh to the world of training, is becoming a convert. Improvements at its plant - identified and implemented with the help of Peter Chadwick, the management consultants - have generated savings of around £800,000 in the past year, it says.

Changes to the supervisory roles were not the only ingredients of the improvement to the bottom-line. But they were a significant and important one says Mr Peter Halman, managing director.

## TECHNOLOGY

# Dethroning King Cotton

Daniel Green reports on an unusual new fabric which Courtaulds hopes will take the fashion world by storm

**I**t is a widely held rule of innovation that companies should not venture into new products and new customer markets simultaneously. Yet this seems to be what Britain's second biggest chemicals company, Courtaulds, is doing with its new fibre, Tencel.

The fibre has just been officially launched amid much fanfare - not surprising considering that 14 years of development absorbed £45m and the new production plant in Mobile, Alabama, cost another £55m.

Technologically, Tencel is related to viscose rayon, the material on which Samuel Courtaulds & Co's fortunes were built in the early years of the century. Both are based on wood pulp; only the manufacturing process differs.

At the Tencel plant in Alabama, wood pulp is mixed with amine oxide until it is dissolved. The solution is then filtered and extruded to form fine filaments. These are washed, dried, crimped and cut to form staple fibres for spinning.

The technique is called solvent spinning. Tencel is Courtaulds' brand name for the fibre made by this process, and lyocell is a generic name fixed in 1988 for solvent-spun fibres by the Bureau International

pour la Standardisation de la Rayonne et des Fibres Synthétiques.

It was developed partly in anticipation of tighter laws on pollution. Viscose manufacture is notoriously dirty, with sulphurous compounds often released into the atmosphere or rivers. In solvent spinning, the solvent can be removed during the washing process then purified and concentrated before being re-used.

**T**he technology is innovative, but the fibres produced have some unique characteristics. Tencel garments can look as if they are made of rough denim but have a heavy, velvety feel. To the touch, they are like brushed cotton but with the *flippiness* of silk.

On top of its luxurious feel, Courtaulds' tests show it to be twice as strong as cotton when dry and an even better performer when wet. This means dyers, finishers, weavers and knitters can make a wide range of fabrics.

Selling to the luxury market is an unusual experience for Courtaulds. Not since the company commercialised rayon in 1905 has it faced the problems of making a new product and selling it to new customers.

Alan Jones, Tencel's international marketing manager, acknowledges he faces a tough task. His proposed solution is simple: the technical strengths and unusual properties of the material will sell it.

So far, the signs are promising. Well-known clothes designers such as the UK's Zandra Rhodes and Anne Klein of the US have begun to use the material. Their clothes have found buyers in the test market of Japan, despite high prices. People have been prepared to spend more than £200 for a denim-lookalike jacket or pair of jeans.

To keep the product exclusive, only a small number of designers have been allocated cloth. Japan is still the only market where Tencel clothes are widely available; the US and Europe should get their first garments in this year's spring collections.

In their turn, the fabric makers and clothes designers have become part of Courtaulds' sales effort. "We wanted to get some interesting fabrics produced. They were in effect part of the development process," says Jones.

ICI launched the product in 1983 into an area with which it was familiar, sportswear. It was not until 1988, when the technical capabilities of the product were well



Japanese, US and British designers have begun using Tencel in their collections

understood, that it relaunched Tencel for the fashion industry.

Tencel has been a success for ICI, now accounting for about 35 per cent of the company's entire fibres output by value. The potential for Tencel is if anything higher. It is in a position to take a slice out of the market for King Cotton, which accounts for about half the world fibre consumption by weight.

are made of very fine filaments of nylon. The surface can be treated to give it a more natural feel, which means it can be used to make clothes for markets that perceive nylon to be uncomfortable.

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Allyson Stewart

## Watching the shopper's every move

**T**empting shoppers into a store is one thing. Persuading them to buy is another, even in the busy winter shopping season. But working out the proportion of people who spend money, and in which parts of the premises at what times of the day, has been a task more subject to guesswork than analysis.

Increasingly, however, big stores realise that monitoring in-store traffic and customer service can pay dividends. This is especially true in the US, where companies like Burger King, Toys-R-Us, and Walt Disney use a new system which does just that.

Called ShopperTrak, its idea is to cut down long waits in check-out

queues and weary searches by customers for staff. Frustrated branch managers often say they have little control over floor staffing, since weekly plans are generally decided by head office.

The system was developed by Datatec Industries of the US, which also sells it in Europe. It tracks people entering and leaving stores, where they go when inside, and the average amount of time spent there. ShopperTrak even distinguishes adults from children. It uses infra-red sensors above entrance and exit doors, at the ends of aisles, and at other strategic points like stairways. The sensors are linked to the retailers' tills or electronic-point-of-sale systems.

worths have rates of between 50 and 80 per cent.

Carey observes that in the US, ShopperTrak data is used to improve customer service (including staff training and behaviour). In recession-hit UK, it is mainly a straightforward aid to sales, enabling stores to match staff numbers and open tills to customers.

Since conversion rates are lower in the UK than in the US, retailers want to squeeze more sales from the large numbers of people entering shops. After five weeks with ShopperTrak, a US general retail outlet in a shopping centre can raise its conversion rate by three percentage points to nearly 25 per cent, says Datatec.

"We're looking also at France and Sweden," says Carey, who sees a growing demand for such systems among retailers. Their prices range from £1,500 to £10,000 - depending on the number and width of entrances and exits.

Though some high-profile retailers in the UK use ShopperTrak, many are not aware of its strategic aspects. These include use of the information to improve the quality and style of service through better training, and the passing of more decision-making powers down to branch level. Stores can also be designed more effectively based on the results of in-store promotions.

Allyson Stewart

# What is Shell doing in Pakistan? Roughly the same as Glaxo, Daewoo, Coca-Cola, Toyota, Philips, ICI, Credit Lyonnais, Johnson & Johnson and Kodak.

Sweeping reforms have opened up Pakistan to investors looking for new markets, low costs and high returns on investments. Shell is one of over 200 such MNCs quick to recognise the opportunities. Together with Burmah Oil and Caltex, it has taken a substantial stake in the Pakistan National Refinery.

Re-exporters have discovered they can set up in Pakistan's Export Processing Zones with the minimum of red tape. There are clear advantages

with no import and export tariffs, tax holidays up to the year 2000 and direct access to water, power, land, ports and airports. All this in easy proximity to a regional market of over a billion people in the Middle East, China and the former Soviet Central Asian Republics. It is paying off, with exports reporting a dramatic growth of 23%.

Plans to upgrade Pakistan's infrastructure are also under way, keeping pace with the dynamic

economic growth of the country which registered a 6.5% rise in GDP in 1990-91. This rise is even more significant when coupled with a population figure of 114 million people, making Pakistan the world's 7th largest domestic market.

Certainly, there can be little doubt that Pakistan offers enormous opportunities for manufacturing and service companies looking to capitalise on both domestic and overseas markets.

### Technically Speaking

## IT invasion of eastern Europe

By Phillip Crawford

**T**HE dilemma facing the east European states is an uncomfortable one. Beset with problems over food supply, galloping inflation, rising unemployment and the collapse of foreign currency earnings, they are struggling to enter the world free market and compete on an equal footing with western nations.

Understandably, the actual payment for the technology is a central issue for all the east European countries. But it need not be as difficult as might first appear. For instance, grants, particularly for government projects, are relatively easy to secure from international bodies like the International Monetary Fund, World Bank and EC.

Clearly, the installation of hardware systems is not the end of the story. It is also not simply a matter of dumping cheap or obsolete hardware - as some have tried to do - on countries where IT skills are in relatively short supply and where computer literacy, which the west now takes for granted, is not highly advanced. Instead, a more strategic and consultative approach is required.

Perhaps it is a simplistic analogy, but I often use a comparison with Rip Van Winkle when discussing the east European states because they too have, figuratively, been asleep for a number of years and are only now just waking up. This dormancy and isolation has meant that, typically, they hold little knowledge of modern IT. They know what they want it to do for them but do not appreciate exactly how to achieve the results.

It is, therefore, the responsibility of western IT suppliers not only to sell the solutions that will help create future prosperity, but also to give comprehensive guidance on how these solutions can be used most effectively.

The reality is that without the introduction of IT, east European countries will not be able to enter the world economy as equal partners. Using IT to build an infrastructure capable of rebuilding economies shackled by decades of state control will allow these countries to generate wealth and play a competitive role in the world market.

The author is director of the systems group at Bull UK

Opportunities that many of the world's most famous companies, like Shell, have already seized.

To find out more, contact the Embassy of Pakistan in your country or the Pakistan Investment Board in Islamabad, Pakistan, fax: 92-51-215554.

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## MANAGEMENT: THE GROWING BUSINESS

**Business in a Nutshell**

**A meeting of minds on Europe**

Increasing volumes of information about small and medium-sized enterprises (SMEs) in Europe are being produced by research institutes, universities, government statistical offices and trade associations.

The European Commission has launched a project to bring together research organisations throughout the community in what it calls a European Observatory. The researchers will contribute to an annual report on the state of SMEs in the community.

The project is led by the Research Institute for Small and Medium-Sized Business (EIM) in the Netherlands and involves researchers from every community member country.

Contact EIM, PO Box 7001, 2701 AA Zoetermeer, The Netherlands. Tel 010 31 79 41 85 34.

**Small firms fail to cash in**

Only 18 per cent of UK small businesses have capitalised on Britain's departure from the Exchange Rate Mechanism and the fall in sterling by increasing their prices in foreign markets, according to a survey of 450 small firms carried out for Barclays Bank.

Thirty-nine per cent of the businesses had made no changes in their marketing plans while 64 per cent had no strategy for managing exposure to foreign exchange risk.

**Ready for the new VAT regime**

The removal of most border controls and customs checks has led to a radical change in the way businesses must collect VAT data and trade statistics.

A handy guide to the new VAT regime is provided by 1993 - Are you Ready? from accountants Price Waterhouse. It describes the information companies will be required to file, explains the new terminology and provides examples of new VAT registration number formats in the EC countries.

27 pages. Free. Tel 071 929 3000.

**T**he year ahead promises to be a challenging one for the smaller business. The creation of the single European market will present companies with threats and opportunities in the international context while recovery from the UK recession - if it comes - will pose problems at home.

A continuation of the recession will not be welcome but an upturn may be scarcely less painful. If previous experience is anything to go by, failure rates will increase as swelling order books put yet more strain on cash flow. Small firms will be looking for a gentle upturn so that they can gear themselves up for it.

But it will be the long-awaited creation of the single European market which will dominate thinking in the first few months of the year. Those business owners and managers who took a decision to do nothing until the market was in place will start to see whether this approach was the right one.

If they decide after all, that the European market does offer attractive openings they will need to develop or improve exporting skills.

They may need to contact the Department of Trade and Industry's export department\* or their local chamber of commerce to start researching European markets. They should also consider taking part in exhibitions on the European mainland or joining trade missions.

Managers may need to appoint agents or distributors in continental Europe or start to cultivate links with potential joint-venture partners. Contacts can be made through the European Commission's Business Co-operation Network, linking more than 600 business advisers throughout the EC, or the regular regional partnership fairs known as Europepartenariat.

They will need to think seriously about acquiring language skills and gaining familiarity with export procedures. These have been simplified but still need to be understood. Owner-managers may have to check with the experts whether their products are up to European safety norms and make sure that their promotional material and user's manuals are available in the appropriate European languages.

They will probably want to target one or two continental countries, preferably those with which they are already familiar or for which management and staff have basic language skills. There is no sense in dispersing their export effort over too wide a front.

Even if management has decided that it does not (yet) need to start making sales in Europe, it must be aware of the danger that continental European rivals will start to make inroads into British markets.

**Charles Batchelor looks at the challenges posed by Europe in 1993**

# Surviving at home and away

**Checklist for 1993**

**Does the single market offer export opportunities for your company?**

YES NO  
 If so:  
 Have you appointed a European distributor or agent?  
 Acquired language skills?  
 Familiarised staff with export documents?  
 Can information systems cope with new VAT reporting requirements?  
 Are products up to European standards?  
 Could European competitors threaten domestic sales?  
 Do prices and costs reflect recent exchange rate changes?

**On the home front**

Is there any sign of consumer confidence in your sector?  
 Are credit controls sufficiently tight?  
 Are stock levels monitored closely?  
 Do financial reporting systems provide timely and accurate information?  
 Could relations with your bank be improved?

This may require the UK company to improve quality, modify its products or adjust prices. Managers need to be aware of the continuing stream of directives coming out of Brussels. Businesses need to keep an eye on the Department of Trade and Industry's Single Market guides, which provide a regularly updated overview, as well as other government publications.

Businesses which already do a substantial volume of import or export business within the community in the first few months but it is in companies' own interest to

make sure their systems are operating efficiently.

Regardless of how their continental rivals react to the single market, British companies will have to adjust over the next few months to the impact of sterling's departure from the Exchange Rate Mechanism. As sale and purchase contracts come up for renegotiation, UK businesses will need to adapt their costings and prices to take account of sterling's fall against several European currencies. This may be the time to rethink decisions on whether to price goods in the local currency.

On the domestic front, British companies will be looking closely for signs of an increase in consumer confidence and an upturn in demand. This will be welcome when it comes but is already prompting fears about the ability of businesses to raise finance for growth.

The banks have become so restrictive in their lending policies over the past 12 months that many companies fear they will not make the funds available for growth. There are also concerns that the banks will use an upturn as a reason to call in their security on some problem loans.

The venture capital industry is going through a period of retrenchment and has anyway retreated from the financing of early stage businesses so there will be little relief from that source. Equity capital may be an option for some businesses however and small firms may need to review their dependence on overdraft finance.

The next year will require businesses to maintain the defensive strategies they have had to adopt over the past two to three years. This means a close eye on credit control procedures, checking the credit-worthiness of new customers and regularly reviewing the status of existing ones.

Businesses must continue to make sure that invoices are settled promptly and be prepared to chase customers who delay payments. This depends on financial reporting systems within the company being able to provide timely and accurate information.

Tight controls must be maintained on cash flow and stock levels should be closely monitored. Despite, or because of, concerns about the willingness of the banks to finance the upturn, businesses must maintain good relations with their bank manager.

\*Exports to Europe Branch, DTI, Bay 556, Kingsgate House, 66-74 Victoria Street, London SW1E 6SW. Fax 071 215 3674. \*\*European Commission, London Office, 8 Storey's Gate, London SW1P 3AT. Tel 071 973 1992. Business Co-operation Centre, 80 rue d'Arden, B-1040 Brussels or local commission office.

## Czechs and balances

**Vincent Boland finds two views on the role of chambers of commerce**

**S**hould chambers of commerce be voluntary organisations - as they are in the UK - or should they be official bodies with compulsory membership of the entire business community?

As the chambers in eastern Europe slough off their communist past they are faced with a choice between the British and the continental European models.

Their decisions could have an important impact on the effectiveness of the small business sector, which will play a crucial part in the regeneration of their economies. In the former Czechoslovakia, ironically, the business community is now pressing for compulsory membership of a proposed new Economic Chamber while the government is keen on a voluntary body.

The row reflects the growing importance of the private sector in the economy and its outcome is likely to influence its role in the continued drive to a market economy.

The chamber is designed to replace the old Czechoslovak Chamber of Commerce and Industry, which has existed in one form or another for 150 years. Legislation designed to transform it into a new, modern body based on the German model was passed by the federal parliament last May. It stipulated compulsory membership for businesses, an elected governing body and a federal structure with 17 regional divisions.

Since the elections last June which led to the break-up of Czechoslovakia, the Czech Republic government, led by Prime Minister Vaclav Klaus, has reviewed the legislation and is now seeking to pass an amendment allowing for voluntary membership.

From the chamber's point of view, this fundamental change in its constitution means abandoning the German model, whose central feature is compulsory membership, in favour of the British system, where membership is voluntary.

Antonin Smid, the chamber's

executive director, points out that only compulsory membership with different rates of entry fees, depending on the size and efficiency of the business, could give the new chamber the financial resources needed to support and influence it needs.

Czechoslovakia's entrepreneurs have been lobbying unofficially to ensure that compulsory membership is retained. Jan Mazacek, general secretary of the Association of Czech Entrepreneurs, insists it is essential to police the private sector, which currently operates in an almost completely unregulated environment.

**H**e says the amendment is dictated by the government's fear of the power which would be wielded by a body representing the entire business community, from the largest industrial group to the most humble sole trader.

Both the chamber and the association estimate that there are 1m potential members, which would give it significant negotiating power with the government.

The association, which has 150,000 members, is the largest of several such organisations. It is a signatory to the social contract drawn up among unions, employers and the federal government as part of the transition to a market economy. "The point of the dispute is that the new government realises our potential strength and is afraid of it," Mazacek says.

The government wants entrepreneurs to decide for themselves whether they wish to incur the costs of joining the Economic Chamber. Mazacek believes a compromise can be agreed, allowing compulsory membership for a period of three to five years.

"That would enable us to achieve a smooth transition to the market and see the private sector firmly established," he says. "Maybe then we could revert to voluntary membership but that is as far as we will go."

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## University Welsh arts development library scheme

Manchester Metropolitan University has awarded TILBURY DOUGLAS CONSTRUCTION a fast-track contract for a new library in the heart of the city centre.

The multi-million five-storey building will accommodate library and film archive facilities, lecture theatres, meeting rooms, and a computer suite. An entrance link will connect the new library with an existing facility.

This contract is part of over £7m of new work won in the last month by the north west region of Tilbury Douglas' building division, where the local base is in Wigan.

Other projects include a design and build contract for Nuclear Electrics at Heysham, a multi-storey car park at Denbigh, and alterations and extensions to Archbishop Beck Secondary School, Liverpool.

### Retailing projects

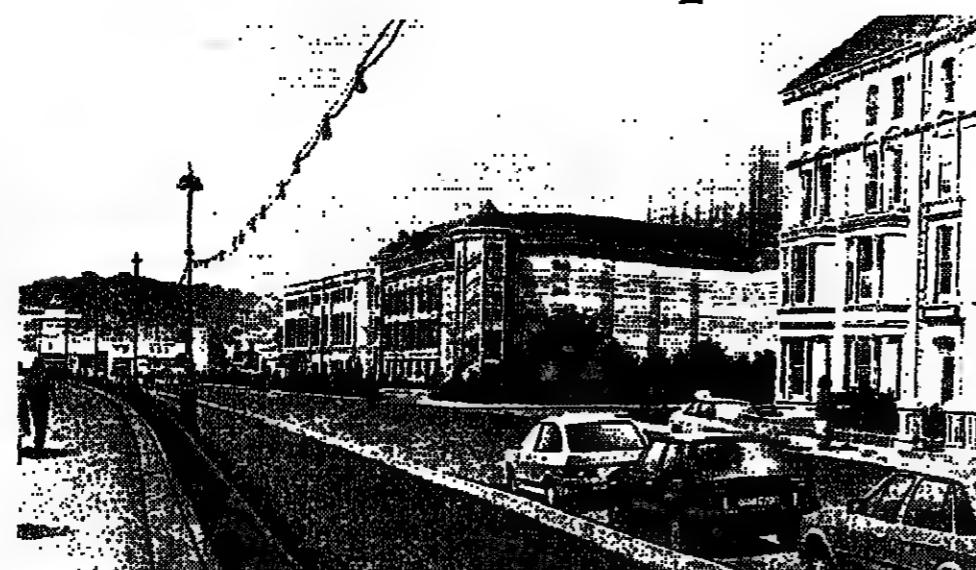
E THOMAS CONSTRUCTION has been celebrating Christmas with more than £10m worth of new business from a major foodstore chain.

Following its first contract for Safeway Stores earlier this year, the company has now won three more at Newquay, Penzance and Totnes.

E Thomas is to fit out a Newquay store in Treleggan Road, for which it has recently completed the shell.

Safeway has awarded the company management contracts to extend its Penzance premises and to build and fit out a new foodstore at Totnes.

The 10-month Totnes project involves a structure similar to the Newquay building, with a mostly single-storey food store of about 46,000 sq ft. It will be built on the site of the demolished Harris factory



An artist's impression showing the new municipal theatre complex planned for Llandudno

A £4.5m contract to design and build the North Wales Theatre at Llandudno for Aberconwy Borough Council is among £9.5m of new work won in north Wales and the north west by MOWLEM NORTHERN of Bromborough, a division of John Mowlem Construction.

Situated on the promenade at Llandudno the theatre will seat 1,500 people and will have exhibition and conference facilities. It will be linked to the

## Roadworks won by Tarmac company

Newly-formed TARMAC REGIONAL CIVIL ENGINEERING has got off to a flying start with contracts totalling almost £5m for roadworks in north Wales, Kent and London.

At St Asaph in Clwyd, Tarmac is to build a junction over the A55 dual carriageway. The junction will serve a planned business park.

The single-span bridge will have four slip roads to the A55 and various service roads.

The £2.3m project, for the

## £6.5m workload for WSJ (Contractors)

Contracts valued at £6.5m have been won by WSJ (CONTRACTORS), based in Oswestry, on the Shropshire Welsh border.

In Shropshire, contracts totalling £3.4m have been secured and include the £2.4m refurbishment of Shrewsbury's swimming centre and three

housing renovation schemes amounting to £1m, for clients Shrewsbury and Atcham Borough Council, Oswestry Borough Council and Wrexham District Council.

In Powys, projects include a new industrial unit in Welshpool for the DLRW, valued at

£1.6m, and the construction of six bungalows for Montgomeryshire District Council.

A further three projects in Clwyd, totalling £1m, are for the following clients: Clwyd County Council, Wrexham Major Borough Council and Delyn Borough Council.

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## Sir Brian Unwin customised for EIB

The man who made his mark renegotiating the UK's contribution to the EC budget under Margaret Thatcher in the mid-1980s has just been given a job at the heart of the Community's financial establishment.

Sir Brian Unwin, the 57-year-old chairman of HM Customs & Excise, is to become president of the European Investment Bank at the beginning of April, making him the first Briton to hold the position and the fifth president in the bank's 35-year history.

His arrival comes at an intriguing time. The EIB, which last year lent more than Ecu 15bn - making it a bigger lender even than the World

Bank, and the biggest borrower on the international capital markets - has been handed a central role in the EC growth package agreed at last month's Edinburgh summit of Community leaders.

His 17 years at the UK Treasury up to 1985, including the agreement reached at Fontainebleau on the UK budget contribution, would seem to make Sir Brian better suited to restraining ambitious EC financing plans, rather than promoting them. Speaking from his office in London yesterday, though, he appeared an enthusiastic supporter of the Edinburgh summit of Community leaders.

His arrival comes at an intriguing time. The EIB, which last year lent more than Ecu 15bn - making it a bigger lender even than the World

Bank, and the biggest borrower on the international capital markets - has been handed a central role in the EC growth package agreed at last month's Edinburgh summit of Community leaders.

next three years, and the establishment of a new European Investment Fund, was a "very significant package" which

would greatly advance the sort of infrastructure investment in

which the EIB specialises, he said.

Sir Brian points to extensive experience in EC-related negotiations to fend off any suggestions that he is ill-suited to handling pressure from politicians in Brussels. This includes leading the UK's negotiators on the harmonisation of EC banking law in the mid-1970s, and serving as the senior UK director on the EIB's board for three years in the mid-1980s. As chairman of Customs & Excise in the run up to the EC's single market, he has also had to oversee what he calls "a vast administrative upheaval".

## PEOPLE

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Consequently, she signals

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tory role, the department has

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Recently, the top job at Cus-

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US revival will be weaker than many expect, says Martin Feldstein

## Tough task ahead



The year 1993 should be a good one for the US economy: low inflation, declining unemployment, and legislative progress to reduce future budget deficits. It should be good, but it is not guaranteed to be. The unusually weak character of the recovery that began 21 months ago raised doubts about its robustness and even its sustainability. And although President-elect Bill Clinton's rhetoric has been reassuring since the election, the hard task of legislating for tough deficit-reduction policies still lies ahead.

Consider first the economic recovery. The strong upturn of demand and production that began in September and October has induced most private forecasters to predict that real gross domestic product will increase at least 3 per cent this year, more than enough to assure that the unemployment rate will continue its decline. From a peak of 7.7 per cent in June 1992, the unemployment rate has already fallen to 7.2 per cent.

Three per cent GDP growth in 1993 would bring the unemployment rate by year-end to less than 7 per cent, reinforcing consumer confidence but leaving enough slack in the economy to keep the recent 3 per cent rate of consumer price inflation from rising.

A big reason for the recent cyclical acceleration has been the increase in retail sales provoked by the recovery of consumer confidence that began in October. Retailers reported strong Christmas sales, suggesting that the decline in inventories that began in September has continued and will stimulate increased production in the new year.

The decline in intermediate and long-term interest rates that began in early December could continue as financial markets grow confident that the Federal Reserve will maintain its anti-inflationary policy and that the new president will succeed in enacting legislation to cut the deficit. Such declines in interest rates would stimulate housing and other investment and, by reducing the value of the dollar, would

increase net exports.

While a mild upturn is more likely than not, there are three reasons why the recovery will be weaker than the consensus forecast and might run out of steam completely.

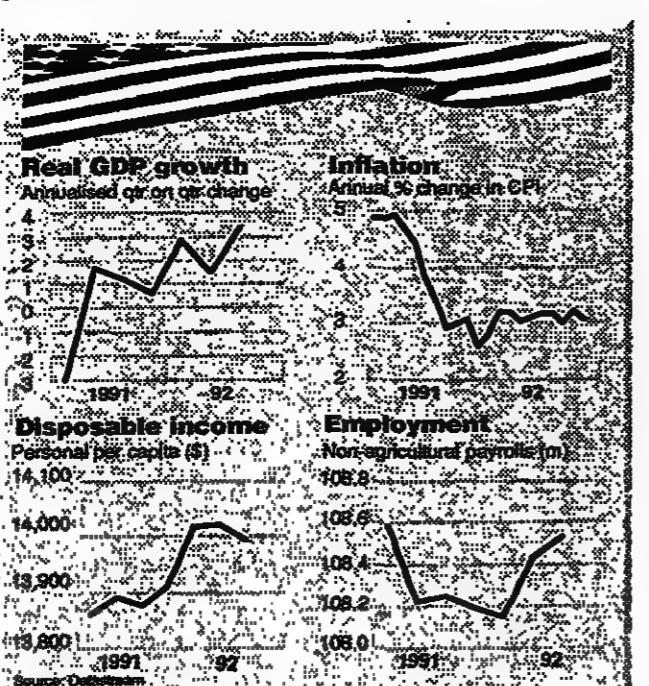
First, consumers lack the incomes to sustain their recent rate of growth of spending. Real disposable income rose only 1 per cent during the five quarters from the start of the recovery until the third quarter of 1992 and declined in the most recent month. The primary reason for the slow growth of incomes is that pay-

would lead to the projected 6 per cent rate of increase of nominal GDP during the next six months.

Third, despite the large federal deficit, the behaviour of the combined federal and state-local budgets is likely to be slightly contractionary in 1993 on a cyclically adjusted basis.

And the higher international value of the dollar, combined with the weakness of other industrial economies, is likely to reverse the rise of US exports that began in September.

The recovery's strength is also endangered by unusual



roll employment is lower now than when the recovery began. And with the personal saving rate down to only 4.3 per cent of disposable personal income – lower than any year for at least three decades – there is little prospect for increased spending without a rise in employment and incomes.

Second, there is no external driving force of the sort that stimulated and sustained past upturns. Although short-term interest rates are depressed, the low inflation rate and the steep yield curve imply significant real interest rates for long-term credits. With the broad M2 monetary aggregate up at a rate of only 3 per cent over the past six months, only a very unusual rise in velocity

transition factors: defence cuts, banks' reluctance to lend while they try to conform to higher capital ratio guidelines, and the freeze on commercial construction in response to high office vacancy rates.

In short, while there are reasons to be optimistic about 1993, there are also substantial uncertainties. The same is true for longer-run policy decisions.

The most important long-run problem remains the budget deficit and the resulting low rate of national saving. Households, corporations and state-local governments now save only 5 per cent of GDP after providing for depreciation. The federal government must borrow two-thirds of that saving to finance its cyclically

The author is professor of economics at Harvard University and president of the National Bureau of Economic Research

Source: *Statistical Abstract*

1991 1992

Source: *Statistical Abstract*

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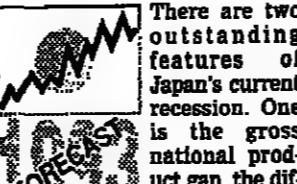
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## A rebound with risks

Japan's economy is set to recover in 1993, says Masaru Yoshitomi



There are two outstanding features of Japan's current recession. One is the gross national product gap, the difference between potential and actual GNP, and the other is the sharp deterioration of financial institutions' balance sheets.

The GNP gap is widening rapidly. There is a simultaneous decline in investment in manufacturing, commercial business construction and consumer durable goods. All three sectors are now suffering from excessive stocks, and all are victims of the deflation of Japan's "bubble" economy of the 1980s.

Falling investment is partly the result of an increase in capital costs. Whereas companies could raise funds through the issue of equity at an abnormally low cost of about 1 per cent during the late 1980s, the decline of the stock market has confronted companies with higher financing costs. In the corporate bond market, for example, the cost of capital is about 5 per cent.

The plunge in prices of stocks and land has hit consumer demand, and contributed to a sharp increase in real estate-related bankruptcies. The value of these bankruptcies has climbed steadily over the past two years, reaching a record for the post-war period. The sharp fall in stock prices, which saw the Nikkei index fall by 26 per cent last year, has threatened financial markets by undermining their ability to meet the Bank for International Settlements requirement of an 8 per cent capital adequacy ratio by the end of March 1993.

Increasingly, it has become clear that the more important culprit in weakening banks' balance sheets has been the decline of land prices and the widespread uncertainty over real estate price trends in the future. As a result, there has been an accumulation of non-performing assets at the banks and an increase in defaults by their clients.

There is much speculation about the magnitude of this problem, but the scale is large to public investment and housing development, and the other is sluggish activity by the manufacturing, commercial building, construction and consumer sectors, which is depressing economic growth.

Only during 1993 will the

successful adjustment of capital stock levels reduce these negative forces, leading to a recovery of final demand. Private economists forecast that real GNP growth will reach about 2.7 per cent for fiscal 1993, compared with 1.6 per cent for this year. The current slump is expected to bottom out in the first half of fiscal 1993, and be followed by a second-half recovery which will be sluggish.

But there are two risks.

First, will an unemployment problem eventually emerge? Second, could the expansion of Japan's trade surplus cause new conflict with the new US administration?

If weak final demand further threatens the labour market, the government should consider the introduction of income tax cuts, combined with the promise of an increase in consumption tax a few years later. This value-added tax now stands at 3 per cent.

The policy combination would meet two requirements simultaneously, providing a shorter-term stimulus of demand, and achieving the medium-term target of transferring the country's tax collection system from direct to indirect taxes. It would also help to contain the budget deficit.

Strong political leadership is required for this simultaneous commitment. It is also clear that short-term interest rates should be lower than during a normal recession to ease the shortages of capital and credit.

On the trade front, Japan's surplus has expanded rapidly over the past year and a half. It is often assumed that the recession must be responsible for this expansion, by depressing demand for imports. But more than 80 per cent of the surplus is due to more favourable terms of trade for Japan because of the appreciation of the yen and to reduced "financial transactions".

For example, export prices in dollar terms are higher, and the price of imported petroleum has declined. In addition, a sharp decline in gold imports has added to the surplus.

A recovery of the US economy will certainly enlarge the external imbalances of both the US and Japan. This will create a pattern in which the additional shortage of US domestic savings required for that country's recovery and growth will be financed by the further expansion of Japan's surplus.

How these larger external imbalances are perceived and dealt with by the new US administration is just one of the uncertainties facing Japan in the coming year.

The author is vice-chairman of the board of counsellors of Japan's Long Term Credit Bank Institute of Research

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

### Peso reform cosmetic

From Ms Frances Stewart.

Sir, In a short account of Mexican currency reform ("Mexico slims peso", December 31) you illustrate the change by pointing out, first, that a meal for four in a top Mexican restaurant will no longer cost 1m old pesos, but will cost "just" 1,000 pesos; and "alternatively" that the minimum daily wage will be a mere 12 pesos. Such cosmetic change will not alter this shocking ratio, viz that individuals in Mexico spend on a single meal more than 20 times the daily minimum wage – which often supports as many as six people. If such a family on the minimum wage eats twice a day, and spends 70 per cent of its income on food, then each person's meal will at most cost 0.3 per cent (three thousandths) of the price of the meal of each person at the top restaurant.

Unfortunately, it is not just the peso which is being slimmed, but also the many millions in Mexico surviving on the minimum wage or less.

The 1980s saw "liberal" pro-market policies adopted in Mexico, in which wages were deliberately reduced so as to release resources to repay debts and increase profits. The data you quote is the result. Frances Stewart, International Development Centre, Queen Elizabeth House, University of Oxford

### Corporate rescue can be costly and pointless exercise

From Mr Peter Gordon.

Sir, I am a small shareholder in a small public company currently in administration. I have just received four documents, weighing 2lb 2oz and comprising 244 pages, setting out proposals for the reconstruction of the company. The two principal documents tell me that if I am in any doubt about the action I should take I should immediately consult my stockbroker, bank manager, legal adviser, accountant or other professional adviser authorised under the Financial Services Act 1986.

Insofar as the directors believe that if the proposed reconstruction is not approved and implemented there is no likelihood of any distribution being made to ordinary creditors, nor of any value being returned for ordinary shareholders" I am not, in fact, in any doubt about the action

which I should take.

While, on the one hand, however, I cannot fail to be impressed by the lengths to which the company and its advisers have had to go to protect the interests of small shareholders, on the other, the whole (obviously very costly) exercise does seem somewhat pointless.

The company has a substantial balance sheet deficit – a fate unfortunately shared by many other companies at the present time – and I would have thought it desirable for some less cumbersome and costly process to be introduced where rescue operations are being considered and where the shareholders have no effective interests to be protected.

Peter Gordon, 28 Bishops Road, Howe, Sussex BN9 6PN

### Real cause of damage to US silver mining

From Mr Peter S Bridges.

Sir, I enjoyed Arnold Wilson's article on Leadville and skiing ("Leadville, living on a legend", December 31). He writes that "In 1893, when along with other old mining towns, Leadville had its heart torn out by a government decision to end the silver standard."

It was in fact only in 1900 that bimetallism officially ended in the US, when Congress passed the Gold Standard Act. But Mr Wilson is correct in indicating that the real damage to Colorado silver mining was done in 1893 – by the British authorities as well as by the Americans.

In June 1893, India ceased coining silver, and the price of silver tumbled in four days from \$2 to 62 cents an ounce. In October 1893, the US Congress repealed the Sherman Act, which had required our Treasury to purchase several million ounces of silver annually. And any hope of a recovery in silver mining ended in the presidential election of 1896, with the defeat of William Jennings Bryan and "Free Silver".

Peter S Bridges, 3738 Robinhood Street, Houston, Texas 77005, US

### Across the board responsibility

From Mr John Mackie.

Sir, "...so long as less scrupulous financial directors retained latitude over what to include in earnings per share..." (Lex, "Consensus", December 29). Why just financial directors? It is the boards of directors who have been,

are, and will remain responsible for financial statements issued in their name.

John Mackie, High Cedars, Firfields, Cobbets Hill, Weybridge, Surrey KT13 0UD

### Analysis without sentimentality in the coal mining debate

From Mr Malcolm Edwards.

Sir, In the great energy debate the FT will wish to make the case that sound economics must not be swamped by latter-day sentimentality about British coal mining. Neither is it easy to determine the truth in the swirl of rival prices and costs. But the "Grimy face of coal" (December 29) does not help FT readers to a sound analysis of the environmental issues in the energy debate. It is remarkably misleading. For example:

• The issue is not about increasing coal burn, but the size of the reduction. The "additional" tonnages now being mooted will not affect the environmental issues one way or another.

agreed to enable the 80m tonnes of coal then being burnt at UK power stations to comply with the directive. This was reduced to 8 gwt to make the sale of the generators easier but now only 6 gwt are being built. Germany has 50 gwt installed at its privately-owned power stations. One year of the British nuclear levy would fund 10 gwt of FGD and the power would still be cheaper than nuclear.

• Nevertheless, sulphur and nitrogen oxide emissions from British power stations are falling and will continue to fall. It is again transport that is causing nitrogen oxide emissions to rise and this is responsible for the reports of "poor air quality".

• Any government initiative that can now be detected is likely to make open-cast emissions more difficult to get, not less.

The article is redeemed by its last sentence. Coal burn in combined cycle would reduce sulphur and nitrogen oxide to minimal levels and CO<sub>2</sub> by at least 20 per cent and produce cheap power.

Any grime there is can be cleaned from the face of coal if today's technology is fully utilised; the new coal technology combined with vigorous conservation will clean it cheaply. The antithesis in the article is not real.

Malcolm Edwards, Edwards Energy, London SE14

## FINANCIAL TIMES

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Tuesday January 5 1993

## No Erhard on offer

THE LOSS of ministers from Chancellor Helmut Kohl's coalition is starting to match the loss of steam in the German economy.

The weekend resignation of Mr Jürgen Möllmann, the economics minister, who admitted signing official letters promoting a product invented by his wife's cousin, was not, by itself, a very significant event. The minister's title of vice-chancellor reflected his now-dashed standing and ambitions in the Free Democratic party, the coalition partner of Mr Kohl's Christian Democrats, rather than his real political weight. Mr Möllmann's failure to make headway with his insistently argued support for free-market policies and a Gatt trade deal is adequate testimony to his junior status.

Nonetheless, Mr Möllmann's departure provides another illustration of disarray in the German cabinet, which has seen the premature departure of five ministers in just over nine months. It strikes a jarring note in Mr Kohl's efforts to bring about improvement in economic policy. Amid increasing signs that Germany may be moving into serious recession, the government's problem-solving ability seems inversely proportional to its challenges.

Mr Möllmann's much-publicised aims of cutting subsidies in the west of the country and encouraging a self-generating upswing in the east bore little fruit. For these fallings, however, he is not the only person to blame.

## Onerous burdens

Mr Möllmann has also played a central role in recent talks between trade unions and the government, aimed at reaching a "solidarity pact" to curb inflationary pressures and put the financing of German unity on a sounder footing. These negotiations, designed to reach agreement on wage restraint, public spending cuts and reallocation of tax revenues, have been faltering for several weeks, primarily because of a dispute over social security reductions.

Recognising that a credible deal would greatly improve the chances of significant cuts in Bundesbank interest rates, Mr Theo Waigel, the finance minister, has urged the need for a successful conclusion this month. If his hopes are dashed, the burdens

## University challenge

AMID THE furor over school league tables and opting out, the biggest change in UK education policy since the 1988 Education Reform Act has gone almost unremarked. It is the decision, buried in last November's Autumn Statement, to limit the growth in university student numbers to 13 per cent over the next three years.

Though sudden, the move is far from arbitrary. In the "new" universities (former polytechnics), enrolments for full-time courses have been rising at an annual rate of around 20 per cent for the past four years. Across the sector, student numbers are already significantly above those projected in last year's higher education white paper. Changes in funding methodologies will cause anguish, but vice-chancellors should welcome the respite to consolidate.

However, capping student numbers can only be a short-term policy. Before long, pressure to expand further will be intense. Indeed, the decision to concentrate extra state funding for the next few years on further education for 16-18-year-olds will only increase the crush at the university gate.

By the end of the decade, as many as one in two school leavers may be qualified to go on to university. The question is not whether, but how, the next wave of growth is to be accommodated. The answer will determine the shape of Britain's university system into the next century. It is essential, therefore, that the government use the current respite to launch a public debate on the options in terms of funding, quality and structure.

## Social equity

If supply is to keep pace with demand, and quality maintained, the higher education bill could easily double in the next decade. With competing demands for resources, not least from schools, it would be unwise to assume that the taxpayer will meet the bill unaided. But the only other plausible source of funds for tuition is students and parents themselves. As a simple matter of social equity, there is a strong case for a means-tested student contribution to fees, either in the form of loans or a graduate tax; it could prove irresistible when

awaiting Mr Möllmann's successor are likely to be still more onerous – as will be the economic difficulties for Germany's EC partners.

## Waning star

In an ideal world, Mr Kohl and his coalition partners would use the opportunity of Mr Möllmann's resignation to refashion the economics ministry's role and responsibilities. Mr Kohl's world is not, unfortunately, ideal. The ministry, presided over by Mr Ludwig Erhard between 1949 and 1963 and by Mr Karl Schiller between 1966 and 1972, became a byword for the liberal policies which powered West Germany's postwar revival. For 20 years, has been waning, while the men in charge have become accident-prone. Mr Möllmann is the fifth minister since 1977 to leave under a cloud. The ministry's monetary policy remit was transferred to the finance ministry in 1972. Its responsibilities have become increasingly focused on subsidising traditional industries like shipbuilding and coal, and new ones such as electronics and the Airbus activities which neither have led to successes, nor sit easily with the old *Ordnungspolitik* credo.

Yet even if Mr Kohl wanted to reshape the economics ministry's tasks, he lacks either the powers or the personnel to carry this out. Under the existing coalition agreement, the Free Democrats are free to choose Mr Möllmann's successor. There has been speculation that Mr Kohl might want to bring in a Christian Democrat politician such as Ms Birgit Breuer, the head of the Treuhand agency. But the chancellor will probably not risk a coalition squabble on this. Nevertheless, the new minister will need to command more confidence from industry than did Mr Möllmann.

Whoever takes over must – like Mr Möllmann – make east Germany's economic rebirth a priority. But slogans alone will not work. Germany's economic and social rigidities represent a powerful handicap to the free-market policies which would represent the best chance for speedy east German renewal. Unhappily, politicians of Erhard's stature are no longer on offer and neither is the environment in which his precepts once flourished.

## expansion resumes.

Much depends upon the answer to two subsidiary questions. What quality should students have a right to expect? And what aspects of higher education should the state have an interest in funding?

At present, most students take for granted the right to study away from home, adding greatly to the cost of their education. They also expect small classes – but get anything from one-to-one tutorials at Oxbridge to jammed lecture theatres at some former polytechnics. A national assessment of teaching quality ought to be the first task of the new Higher Education Funding Council. At the very least, state fees to institutions should be geared to quality.

## Priority subjects

The state has a strong interest in promoting the study of subjects, notably science and engineering, likely to be of direct benefit to the economy. It has almost none in giving teenagers a first chance to live away from home.

State funding should be directed accordingly. The process has already started with differential fees for different subjects. The differential needs to be increased, and combined with substantial bursaries for students in national priority subjects. Financial support for students to study away from home ought perhaps to be regulated on the same basis.

The relationship between research and teaching needs to feature prominently in the debate. The platitude that "good teaching and research go hand-in-hand" is true enough. But with the expansion in postgraduate studies, it is important that researchers concentrate their teaching efforts on graduate students. Alas, Britain's ancient universities, which have many of the best researchers, still give pride of place to undergraduates and often treat graduate students as second-class citizens. In a national context, that attitude makes no sense. There is a case for elite colleges for the brightest undergraduates, but none for the country's leading universities making the provision of their main activity. The government should say so, and prepare to adjust funding incentives accordingly.

**B**oris Yeltsin and George Bush sat bathed in the television lights in the Kremlin's St Vladimir's Hall. They had signed the Start 2 treaty cutting more nuclear missiles than anyone had done before. They assured each other of their place in history, of their triumph in making the world safer for their children. Mr Bush went off to the airport to complete the last days of what he calls his "watch". Mr Yeltsin now squares up to a year which promises to be as hard as any he has had to face.

Even his successors, like Start 2, bring trouble: he now has to steer it through a nationalist-minded parliament, where many of the deputies see it as a sell-out to an American empire they still regard as evil. His "friend George", as he called him, expressed faith that Russia's would be "a future forever free"; for Mr Yeltsin, the achievement of that goal will be through the hardest of pounding.

It will be most severe in the economy. He has not wavered in his support for the free-market radicals which Mr Yegor Gaidar, prime minister for much of last year, attempted to practise. He grumbled. In October, he made a speech in parliament so lukewarm in its endorsement of the government that its best line was "any other would have been worse". But he never seemed seriously to consider any alternative.

He is aware, however, of the risks of continuing a policy so destructive to the living standards of his people: end-of-year figures show wages have risen 13-fold over the past year in nominal terms, but there has been a 20-fold rise in the consumer price index. With the exception of gas, production has plunged in every sector including oil, which last year amounted to a little more than 80 per cent of 1991's output. In his keynote speech to the December Congress of People's Deputies, Yeltsin sought to assure people that the state would not desert them; that he knew Russians thought it should "accomplish more for its citizens than is customary in other countries", especially in industrial restructuring and social protection.

But how, is the largest question of this year. How, without again churning out credits (curbed in the last quarter of 1992) which threaten hyperinflation? How, without closing many of the no-hoper Russian plants? How, without forcing unemployment way up from its (alarming to Russians) 15 per cent present level? The president and his government began last year with some prestige and could have carried on with some pain, but worse must follow if reform is to be pursued. Now it will come, if it does come, with a weaker productive base and a

stronger opposition.

Like Bush, Yeltsin wrung what solace he could from foreign triumphs: but they were a different kind of triumph. He capitalised, like Mr Mikhail Gorbachev before him, on the shrinking of Russia's power: almost everyone loves a weak Russia, which allows arms cuts, peace dividends and need no longer be feared in tracts of the world where it had dominated. Only the Soviet clients, notably Cuba, Vietnam and the radical Arab states, regret the passing of Soviet power – and they wreak what revenge they can on the defecting "elder brother" by refusing to pay their debts.

The president's foreign trip have been fit occasions for signing trade and friendship treaties, for rhetorical set pieces (such as his well-regarded address to the UK parliament in November) and for western pledges of support. Only Japan has not been wooed: so icy has it remained, indeed, that Mr Yeltsin cancelled a state visit at the last moment rather than be snubbed over Russia's continuing possession of the four Kurile Islands, which Japan insists on getting back before its economic might is turned to Russia's aid.

But he has had to conduct two foreign policies: one for the world; one for the "near abroad", or the 14 former Soviet states that are now Russia's neighbours. This has been a much larger test of his skill, one he has so far passed well.

**H**e himself took the heat out of many of these hotspots. He frolicked on the beach at Dagomys with President Leonid Kravchuk of Ukraine – standing back from confrontation over the Crimean region and the Black Sea fleet. He has been able to persuade the Estonians (and to a lesser extent) Latvians to be more liberal in granting rights to the Russians who have become *de facto* citizens of their republics. He personally negotiated peace with the Moldovan government after war threatened to erupt between Russian speakers in that republic's Trans-Dniester area and the ethnic Moldovans. He has not bowed to the temptation to rattle his sabre at the little states, where the 25m Russian

outs-of-Russia feel under threat; and he has not stinted in his support for Mr Andrei Kozyrev, the liberal and unpopular foreign minister.

Keeping the peace in the former Soviet Union has been hard to do and will become harder. Many former supporters – like Mr Oleg Rumyantsev, chairman of parliament's constitutional committee, and Mr Yevgeny Ambartsumov, chairman of the international affairs committee – have become hard-edged nationalists, demanding more protection for the "foreign Russians" and support for the Slav brothers in Serbia. The Yeltsin-Kozyrev line cannot withstand many more wars on the borders – wars which, like those in the Caucasus, have now stopped over inside Russia itself.

These will get worse – in Georgia, Armenia, Azerbaijan and Tajikistan, where the shattered economies are on a war footing; perhaps in other states nervously "at peace". The root cause of the tensions with Ukraine were smoothed, not solved: the Crimea and the Black Sea fleet remain flashpoints.

as does the Trans-Dniester and, conceivably, the many Russian areas of the Baltic states.

Mr Yeltsin's best hand has been the political one. He finessed two Congresses in April and December, in both cases appearing to go down before an assault of hardliners only to snap upright again like a skittle on a spring. Most important, he sustained his reformist cabinet through the year, its very existence proclaiming that Russia was changing. He did this in spite of its unpopularity in the country and the detestation felt for it by most deputies.

Though Mr Gaidar was sacrificed in the end, his reform strategy and his team have survived so far. The former premier himself, as Mr Yeltsin made clear in his new-year message, remains on the shelf waiting to be plucked down again for a future "high post" (a comment that cannot have made Mr Victor Chernomyrdin, Mr Gaidar's successor, sleep more securely).

**T**he byzantine politics which produces these switchbacks, where no outcome seems consonant with preceding events, is explicable only if one realises that the power of the Russian state still seems to hold. Whoever heads it – tsar, general-secretary or president – has been able to call on vast powers and equally vast submission: enough of both remain for Mr Yeltsin to be able to dictate the forms of government, if not always the substance.

This year may be the limit for the efficacy of such power games within a nominally democratic framework. If the rudiments of a pluralistic order are not set down, there will be no alternative for Mr Yeltsin but to turn to a more authoritarian rule. That he still means to try the democratic way seems evident in his naming of April 11 as the day when the people of Russia will be asked to vote on a constitution, in which the powers of presidency, government and parliament are at last codified. Only if some form of this is accepted will the construction of a civil society be possible: only then will the leading institutions and individuals begin to feel constrained and supported – by laws which they too easily regard as contingent on their own ambitions and positions.

All politicians at his level are walkers on tightropes: but Boris Yeltsin's is higher than any other's. Where his fellow leaders generally administer settled societies, he must sit atop a state in which every institution, private and public, is being rebuilt, in which the very individuals are seeking to remake themselves. He cannot know how successful he will be. He has lived dangerously, and will not rest from doing so this year.

## PERSONAL VIEW

## Look to consultants for NHS efficiency

**A**s if to be sure of starting the new year with a new crisis, the government is planning to lose no time in cutting London hospitals.

Though the official Tomlinson report that recommends closing 2,500 acute beds in central London looks increasingly tattered as "consultation" proceeds, health ministers say the government will not waver.

The official line is that central London is overprovided with acute hospitals, but general practitioners and community services need strengthening. The latter is beyond dispute.

Though Tomlinson found that waiting times for treatment in inner London are generally longer than average, he nevertheless found the problem as unimportant because they had recently improved somewhat. Nonetheless, at June 1992, and even on government figures, one in seven patients of inner London teaching hospitals had waited more than a year for elective treatment, after the wait for original consultations.

report is full of contradictions; for example, it says that on average Londoners are no less healthy than people elsewhere, yet on the next page mentions death rates 21 per cent above average for people aged 15-54.

Similarly, Tomlinson refers to "large numbers of homeless people" and quotes a "conservative estimate" of 60,000 people in London sleeping rough or in temporary accommodation. But what, if anything, is allowed for extra hospital needs for homeless people (typically) not stated. The implication is that it is nothing.

Though Tomlinson found that waiting times for treatment in inner London are generally longer than average, he nevertheless found the problem as unimportant because they had recently improved somewhat. Nonetheless, at June 1992, and even on government figures, one in seven patients of inner London teaching hospitals had waited more than a year for elective treatment, after the wait for original consultations.

Tomlinson's approach to the problem of assessing future needs for health services in central London was casual – "we have looked briefly at various indicators". The

Then Tomlinson's assessment of acute hospital beds was that inner London beds were not used efficiently. For instance, he says London teaching hospitals in 1990-91 treated 1,000 "episodes of care" in 20.3 beds on average whereas teaching districts outside London used 12.8 beds. Tomlinson assumes that

in-patients not having a suitable place for discharge.

Perhaps the most critical feature Tomlinson overlooked was the mushrooming of commercial medicine since the Thatcher government in effect deregulated NHS consultants' contracts in 1980. A recent King's Fund report estimates that "full-time" and part-time NHS consultants in greater London as a group now earn more from private fees than from the NHS. However, research has shown the critical importance of consultants in determining hospital efficiency. Are they available? Are they diligent in supervising their junior staff?

What should be done?

First, the one sensible proposal in Tomlinson should be implemented at once – the strengthening of GP and community services.

Second, now that commercial medicine in London has grown from a marginal to a major commitment for many consultants, they should be asked to choose which demanding job they want to do, NHS or

commercial medicine. Since waiting lists are the main reason people use commercial medicine, it is bizarre to put the senior NHS medical staff into a conflict of interest worth another £50,000 a year on average.

Third, the auditor and comptroller general should make his presence felt. Consultants who look in briefly at their NHS hospitals and then spend the day in commercial medicine are giving their staff too much exciting experience and defrauding the NHS.

When contracts have been tightened, when waiting lists have been cut and when community care has been rejuvenated, it will be time to implement other long-term plans for Londoners' health. Plan, that is, from a competent, on-going health planning group for the capital that should be set up now.

**Peter Draper**

*The author is emeritus consultant to Guy's Hospital*

## OBSERVER



It's any consolation, the guy who signed the treaty is also losing his job soon!

seeking continental converts?

No doubt they offer miraculous returns to depositors.

## Swap shop

■ It may not surprise the cognoscenti of the art world to see Hugues Joffre, the 34-year-old Frenchman who headed Sotheby's proposed scheme of arrangement for the creditors of Trinity Insurance deserves a special mention in dispatches.

A six-page letter in an appendix comes out strongly in favour of the scheme suggested by the provisional liquidators, in preference to the alternative of liquidation. So who are the

clients and contacts being nabbed by the competition. Indeed, there is supposed to be a gentlemanly "no poaching" agreement.

A few years ago Sotheby's so dominated modern art that Christie's was on a high and claims to out-sell Sotheby's in post-1870 pictures. So the arrival of Joffre has caused some turbulence. Tobias Mayer, at 29 one of the firm's young high-flyers, has already jumped ship and can now be found heading contemporary art at Sotheby's.

At this rate the world's two biggest auction houses could find themselves juggling, like football clubs, with an expensive transfer market in top players. Some how one senses that they have too much to lose for this to happen.

## Overloaded

■ When it comes to generating extra work for themselves, accountants traditionally win high marks. But Price Waterhouse's proposed scheme of arrangement for the creditors of Trinity Insurance deserves a special mention in dispatches.

A six-page letter in an appendix comes out strongly in favour of the scheme suggested by the provisional liquidators, in preference to the alternative of liquidation. So who are the

## Milking parlance

■ Amid much razzmatazz the prosaically named Milk Marketing Board has announced that when its 50-year-old statutory monopoly ends some time next year the new co-operative to arise from the ashes will be known as Milk Marque. The board must have a lot to choose a name based on a French word. Perhaps it felt it had to butter up to the EC's single market. Whatever the reason, the new name sounds gibberish.

## Programmed

■ First prize for complicated err

Möllemann resignation boosts fortunes of German foreign minister

## Kinkel set to become FDP leader

By Quentin Peel in Bonn

MR KLAUS KINKEL, the former top civil servant who shot into the political limelight last year as German foreign minister, is set to become both vice-chancellor in the ruling coalition and leader of the Free Democratic party.

He is confidently expected to declare himself as a candidate for the FDP leadership tomorrow. Mr Otto Lambsdorff retires from the post later this year.

Mr Kinkel will also be the party's candidate for the formal position of vice-chancellor under Chancellor Helmut Kohl following the resignation of Mr Jürgen Möllemann as economics minister on Sunday.

His candidacy was confirmed yesterday by Mr Hermann Otto Solms, parliamentary leader of

the FDP, as the junior partner in the coalition struggled to contain the fall-out from the resignation.

The party is fighting to hold on to the economics portfolio in the government in the face of calls from many parts of German industry, and from other political parties, that the job should be given to a serious expert.

Party officials insist the ministry, which covers both industrial policy, including most of the strategic planning for eastern Germany, and external trade, should still go to a fully fledged politician and not to an outsider from the business community.

On the other hand, the main business lobbies want a competent expert, who also has the political influence necessary to put policies into action. They also want a candidate who can work

with Mr Theo Waigel, the finance minister, and not against him, as Mr Möllemann used to do.

Mr Dieter Vogel, the government spokesman, suggested yesterday that Mr Kohl would leave the choice of candidate up to the FDP, which was given the portfolio two years ago.

The two names cited so far as likely candidates from the FDP — Mr Günter Rexrodt, who formerly held the finance portfolio in the Berlin city government, and Mr Walter Hirsche, currently economics minister in the state of Brandenburg — are both numerate, but no more than provincial politicians. Both have experience of the problems of east Germany, likely to be the main issue on the agenda.

The upheaval leaves Mr Kinkel, who only joined the FDP two

years ago, as the one clear winner. He was a close associate of Mr Hans-Dietrich Genscher, the former foreign minister and honorary chairman of the party. Mr Kinkel has no grass-roots political experience.

He had been agonising about whether to confirm his candidacy for the party leadership, while remaining in the time-consuming job of foreign minister, but the demise of Mr Möllemann leaves him with little choice, and little opposition.

The only other alternative would be Mrs Irmgard Schwaetzer, the construction minister, but she suffered a humiliating defeat last year in the contest with Mr Kinkel to become foreign minister.

Editorial Comment, Page 15

## Italy halts import of cars made in Japan

By John Griffiths in London and Haig Simonian in Rome

ITALY is blocking further imports of cars from Japan, trade minister Mr Claudio Vitaliano, said yesterday. It wants the European Commission and Japan to agree on the overall number of vehicles which it can export to the EC this year.

France was last night understood to be planning to follow the Italian move. It comes after inconclusive talks between the Commission and Japan's Ministry of Trade and Industry in Tokyo in December.

Such blocks — described by Mr Vitaliano as a "temporary measure" — are expected to have little, if any, overall impact on Japanese import sales levels. However, this depends on an agreement being reached quickly when the Commission-Mitsubishi negotiations reopen later this month.

The blocks should not apply to vehicles produced within the Community by Japanese "transplants", car plants run by companies such as Nissan which manufacture within the EC.

Any such blocks would breach an EC-Japan "understanding" and provoke a furious government response from the UK where most "transplant" production is situated.

However, the unilateral action by two member states four days after the EC single market takes effect underlines widespread concern about the vagueness of the "understanding" on levels of Japanese car sales within the region. It provides for twice-yearly "monitoring" of the EC market and agreement on an appropriately "prudent" level of sales for Japanese-built cars. But it is so vaguely worded that some fear running disputes may mark the transitional period until the EC becomes a completely open market for Japanese cars by the end of 1993.

Until January 1, when nationally imposed quotas became illegal, Italy and France had the most restrictive regimes on direct imports of Japanese-made cars.

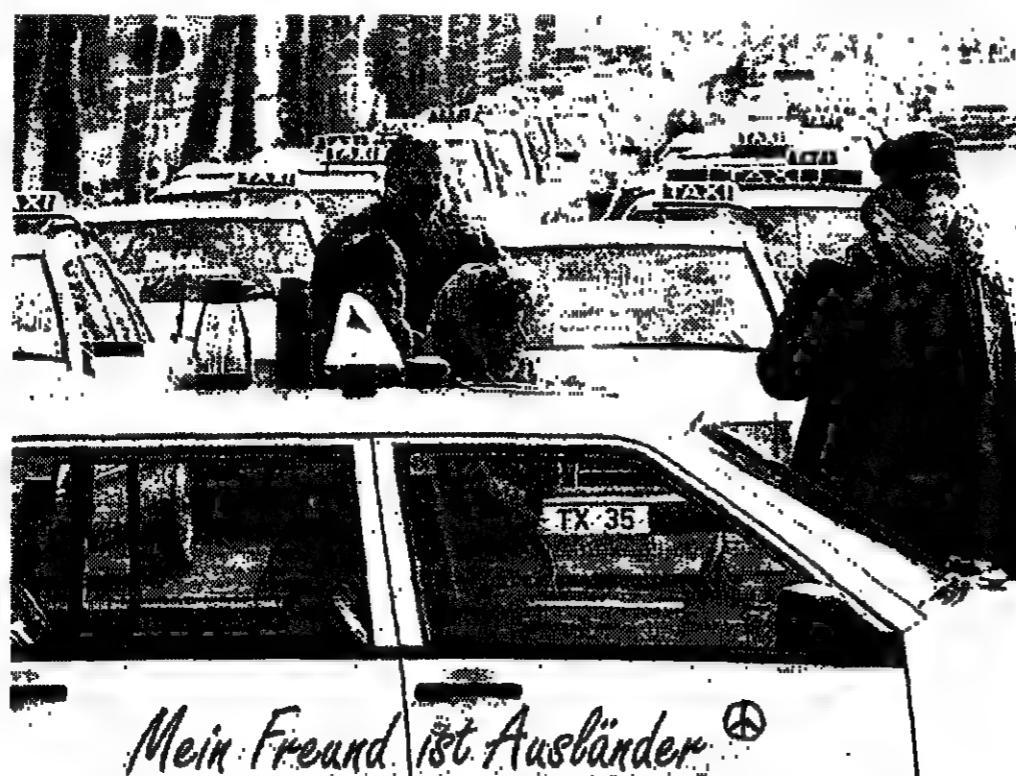
Under the EC treaty, member states can ask the Commission to allow them to prevent or reimpose controls to prevent "economic difficulties". Commission officials said yesterday they had yet to receive any formal such requests from Italy or France.

The talks in Tokyo in December ended when the Commission and Mitsubishi failed to agree on the likely level of total EC car demand this year. The Commission expects demand will be lower than in 1992, while the Mitsubishi claims it will be slightly higher.

Under the Commission's current proposal for the Italian market, Japanese imports would be allowed to rise to 51,000 this year, an increase of 0.7 per cent over 1992.

In Tokyo last night, the Mitsubishi expressed "surprise and concern" and said it was seeking formal confirmation from Italy and France that the blocks were being imposed.

"If they are, it would appear to be a breach of the agreement we have," a spokesman commented.



Some 300 taxi drivers formed a convoy in Stuttgart, Germany, yesterday to protest about recent racist attacks. The slogan 'My friend is a foreigner', adopted by the anti-racist movement, adorned several cabs

## P&O Ferries closes crossing between Dover and Boulogne

By John Willman,  
Public Policy Editor

P&O European Ferries closed its Dover-Boulogne cross-Channel route yesterday, in order to strengthen its presence on the shorter Dover-Calais crossing.

The last sailing on the route, which carried 1m passengers last year, was yesterday morning.

The company said there would be no job losses among the permanent crews of the two ships or the onshore staff at Dover, who will move to the Dover-Calais crossing. The 44 Boulogne shore staff were offered transfers to Calais, but 38 chose redundancy.

The long-awaited closure is the latest stage in the concentration of ferry services on the Dover-Calais crossing as they prepare for the challenge of the Channel tunnel, due to open later this year. The two main ferry operators plan to offer more frequent

services on the shortest and busiest cross-Channel route to compete with the train shuttles running through the tunnel.

Stena Sealink Line closed its Folkestone-Boulogne service at the end of 1991. In partnership with the French ferry company SNAT, Stena Sealink Line last year carried 6.25m passengers on the Dover-Calais crossing.

P&O, which last year carried 7.4m passengers on the Dover-Calais route, is adding a fifth "superferry" to its fleet in April. It plans to offer sailings every 45 minutes in peak periods, with shorter check-in times.

The superferries carry more than 600 cars, three times the capacity of the ferries on the Boulogne service. The Pride of Hythe and Pride of Canterbury. The two boats will be sold, as are too small for any of P&O's other routes.

The closure of the route is a

further blow to the port of Boulogne, which cannot accommodate the largest modern ferries.

The SeaCat catamaran service operated by Hoverspeed out of Folkestone is now the only passenger service into Boulogne. Aimed at the day trip market, it can carry only 30 cars on each of its six daily return crossings.

However, the direct rail transfer facilities at Folkestone and Boulogne means the route is used as a link for rail services between London and Paris, including the privately operated Orient Express.

Boulogne's Chamber of Commerce was instrumental in establishing a freight service between Folkestone and Boulogne in the summer. P&O is to ask the Chamber to provide financial help for a coach service the company plans to take foot passengers between the Calais ferry terminal and Boulogne.

## Bosnian factions break off peace talks

Continued from Page 1

stitional question was incompatible with that of Mr Vance and Lord Owen.

Mr Eckhard attempted to dispel widespread impressions that the new provinces were ethnically based. They were based on a variety of historical, geographical and economic considerations in addition to the location of the

various ethnic groups. The Vance-Owen plan was fundamentally different from the one put forward by Lord Carrington, the former EC mediator last April, which consisted of a three-way "ethnic carve-up," he claimed.

Observers noted, however, that the mediators had been careful to give the three ethnic communities in Bosnia — Moslems, Serbs and Croats — a dominant position in three provinces each.

Countering Bosnian Moslem claims that the co-chairmen had been over-generous to the Serbs, who would have a dominant position in nearly 50 per cent of the territory of the new state, an official stressed that Serbs would be relinquishing some 20 per cent of the territory which they had occupied since the beginning of the conflict.

## Flood of complaints about single market

Continued from Page 1

complaints from Gibraltar that Spain has tightened border controls. One Belgian woman has also complained that Spanish customs officials made her list the contents of her car at the border with France. Greece is under fire for allegedly insisting that registered parcels sent from

other EC countries should still be examined by customs officials.

On the other hand, a number of EC citizens have called to complain that lifting border controls on people would allow drug smugglers and terrorists to move freely around the Community.

Mr Venables said the hotline might be extended into next week to cope with the volume of

complaints and comments. He said the most substantial allegations would be put to the European Commission. If Brussels refused to follow them up, Ecas might take the Commission to the European Court of Justice.

● Ecas, Rue Defacqz 1, 1050 Brussels, Belgium. Frontier control hotline: Brussels 534 8232 (telephone), 534 5275 (fax).

yesterday

World Weather	Boulogne	R	Frankfurt	S	Mejoras	S	Porto	F	Toronto	F
Ajaccio	S 9 48	F 3 27	Geneva	S 4 26	Malaga	S 11 62	Oslo	C 9 48	Toronto	F 16 64
Algiers	S 11 50	F 3 28	Gibraltar	S 5 57	Malta	C 10 50	Paris	S 1 30	Toronto	F 10 50
Amsterdam	S 14 28	F 3 29	Glasgow	F 7 45	Malta	C 31 68	Prague	S 5 21	Tunis	F 8 43
Athens	C 8 26	F 3 30	Montevideo	S 1 30	Melbourne	F 17 63	Paris	S 2 25	Valencia	F 9 48
Bahrain	—	—	Cape Town	S 1 31	Montevideo	F 18 63	Paris	R 13 25	Venezuela	F 2 24
Bangkok	F 33 91	R 1 32	Hong Kong	C 9 51	Milan	F 24 75	Rio de Janeiro	C 3 26	Vienna	F 4 19
Barcelona	C 7 45	R 1 33	Inverness	F 7 45	Milan	F 0 32	Rome	C 4 26	Warsaw	F 3 7 19
Beijing	S 3 37	R 1 34	Istanbul	C 15 51	Moscow	C 3 27	St Francisco	S 1 28	Washington	F 3 7 45
Berlin	S 10 51	R 1 35	Jakarta	F 3 38	Munich	S 1 21	Singapore	S 1 34	Zurich	C 7 19
Bilbao	F 5 41	R 1 36	Johannesburg	F 20 89	Harbin	F 5 41	Stockholm	S 1 20	—	—
Brussels	S 3 27	R 1 37	London	C 8 45	Helsinki	F 5 41	Singapore	S 1 20	—	—
Budapest	S 9 15	R 1 38	Los Angeles	S 6 43	Nantes	C 22 83	Strasbourg	S 7 19	—	—
Buenos Aires	S 6 43	R 1 39	Madrid	C 8 41	New Delhi	S 10 64	Sydney	D 18 68	—	—
Burkina Faso	S 7 45	R 1 40	London	S 6 43	New York	S 7 45	Taipei	F 20 68	—	—
Burma	S 9 15	R 1 41	Montevideo	S 6 43	New York	F 12 55	Tel Aviv	F 14 57	—	—
Burundi	S 6 43	R 1 42	Paris	S 7 45	Paris	F 13 55	Tel Aviv	F 18 64	Si-Sheet	Si-Sheet
Burma	S 30 86	R 1 43	Porto	S 13 55	Nicaragua	S 13 55	Tel Aviv	B 18 64	Sn-Snow	Sn-Snow
Bordeaux	F 1 34	R 1 44	Porto	S 1 34	Nicaragua	S 13 55	Tel Aviv	B 18 64	T-Thunder	T-Thunder

1993 YOUNG BUSINESS WRITER OF THE YEAR



## INTERNATIONAL COMPANIES AND FINANCE

## Redland to link with Belgian brickmaker

By Maggie Urry in London

REDLAND, the UK building materials group, is forming a joint venture with Koralim, a private Belgian company, encompassing the two companies' brickmaking in the Netherlands, Germany and Belgium. The new company will be the largest facing brickmaker in continental Europe.

Profits of the combined activities in 1992 would have been £15.9m (\$24m), of which Redland's share would have been £5.8m. The 50-50 joint venture will own 70 per cent of the combined activities, giving Redland a 35 per cent economic interest but joint control. Redland will also receive £17.3m in cash.

Redland has raised £100m through disposals. It is reinvesting £5.8m in its continental European tile and brick activities. The deals are expected to enhance profits.

Redland is increasing its stake in Coverland, the French roof tile producer, from 43 per cent to 67 per cent by acquiring part of St Gobain's shareholding. Options for Redland to purchase St Gobain's remaining 33 per cent for

£24m have been agreed.

Redland and St Gobain are each subscribing £36m of new equity in Coverland to redeem £72m of debt, and Redland is paying St Gobain £12m. Coverland made a small operating loss in 1992 but had made £10m in 1990.

Bras, Redland's German roof tile subsidiary, is buying Dan Tegl, the leading Danish tilemaker for £10.6m.

Disposals include:

- Steetley Clay Tiles for £19m, against net assets of £17m, to Eternit Group of Belgium.

- Steetley Refractories which made a £1.4m pre-tax profit in 1992 to J E Baker of the US, for £14.3m. As well as the cash Redland has an agreement to supply raw material to Baker.

- Redland's 20 per cent stake in Lafarge Plâtreurope, a plasterboard maker, to Lafarge Copper, its joint venture partner, for £41.25m.

- Construction Jean Bernard, a lossmaking French civil engineering company for a nominal sum.

- Redland's 60 per cent stake in Columbia River Carbonates to its joint venture partner for £3.8m.

Lex, Page 16

## Braddock prescribes some healthcare for his future

The move to fast-growing Medco by the former Citibank president is intriguing, writes Alan Friedman

**W**ALL STREET was taken by surprise last October when Mr Richard Braddock, the president of Citicorp, America's largest bank, announced he was resigning.

But many are even more intrigued at the new job the 51-year-old Mr Braddock has just landed - this time as chief executive of a small, but fast-growing, healthcare company located in suburban New Jersey.

Conventional wisdom had it - and Mr Braddock admits he was prone to the same view - that the Citicorp man would go into executive hibernation for several months until he had found a suitably traditional and high profile corporate post.

There was even speculation Mr Braddock might be asked to succeed Mr James Robinson, who will be resigning as chief executive of American Express, the rather battered financial services and travel group.

Instead of a conventional career move, Mr Braddock - who began his pre-Citicorp career in consumer marketing at General Foods - will this month become chief executive of Medco Containment Services, a company with 6,000 employees and \$1.8bn of revenues in its last financial year.

Medco is a darling of the Nasdaq over-the-counter market, although its share price of about \$38 is no bargain at nearly 40 times prospective 1993 earnings.

But the company is the leading mail service distributor in the US of prescription drugs to employer and insurance company healthcare benefit plans. It acts as a middle man, buying from drug manufacturers and offering discounted prices to beneficiaries of company healthcare plans.

Mr Kenneth Abramowitz, a healthcare analyst at the New York research firm of Sanford Bernstein, reckons Medco controls about 50 per cent of the \$4bn-a-year US market in mail service prescriptions. He and other analysts say the market is likely to enjoy annual growth of 25 to 30 per cent during the 1990s.

Medco is a very tough competitor and a very innovative company, so I would expect them to hold the market share, says Mr Abramowitz.

He is not the only analyst who has been heaping praise on the company. A recent study by Merrill Lynch noted Medco held the key to success by combining large pools of healthcare beneficiaries with economies of scale and then relying on systems and software to get the most cost-effective medicine to patients.

"We know of no other company



Richard Braddock: displays a boyish enthusiasm for Medco

presently that possesses all these attributes for success," said Merrill Lynch.

Medco at present has more

than 1,200 institutional clients,

from dozens of Fortune 500 companies such as

General Electric to federal

employees; it is a pool of more

than 32m people in the US. The

company earned \$102m of net

profits in the year to June 30,

and analysts expect it to make

\$130m on 38 per cent higher

revenues of \$2.5bn in the year

to next June.

Mr Wygod, who is 52, has experience as an entrepreneur. Just

before he founded Medco in

1983 he had sold out Glassrock,

another publicly-quoted health-

care company he had started.

The buyer, for a total of \$125m,

was British Oxygen.

For his part, Mr Braddock

says he wanted to get out of

banking. "I don't consider

myself a banker," he explains,

noting that his real desire was

to manage a rapidly-growing

consumer business.

As the new chief executive,

Mr Braddock expects to de-

velop Medco's retail side,

where the company has point-

of-sale ties to 57,000 phar-

macies across the US.

Both he and Mr Wygod are

also keen to make more acquisi-

tions, such as last month's

takeover of American Biodyne,

a California-based manager of

cost containment in mental

healthcare with \$130m of

annual turnover.

on the consumer side of Citicorp and by his consumer mar-

eting background.

I was always interested in

him. It's very hard to find

somebody who can deal with a

substantial amount of change,

who can turn a short-term

advantage into a long-term

strategic advantage," he

says.

This company, says Mr

Braddock, "can define its own

upside. What we have to do is

make the right strategic

choices and get the right peo-

ple."

Mr Braddock cites as possi-

ble growth options the widen-

ing of product lines beyond

prescription and mental

healthcare to workers' compen-

sation, as well as increasing

market share by signing up

more employees benefit

schemes.

And he notes with relish that

Medco has a unique database

of patients, many of whom

have a plastic card that could

be developed for other prod-

ucts.

While he is excited about his

new career, Mr Braddock is

distinctly unenthusiastic about

leaving Citicorp. "It's history,"

he says with a shrug. He also

notes ("to put things in con-

text") that Medco's market cap-

italisation of \$5.5bn is not far

from that of Citicorp, which is

about \$7.8bn.

Medco's prospects as a gogo

company in the 1990s are

summed up by Mr Abramow-

itz, who believes pharmaceutical

cost-containment is still in

its early days. "Drug costs in

America are out of control

and very few companies know

how to control them. Medco is

one of the very few that can."

## Car companies plan big capital spending in Spain

By Tom Burns in Madrid

FOREIGN motor companies, except General Motors, have introduced short working weeks to reduce stocks.

Anfac, the car manufacturers' association, estimates Spanish car exports will be back hit this year after growing by just 0.8 per cent between January-October 1992.

Exports over the first 10 months of 1991 grew by 20 per cent.

The Fasa-Renault investment, to be spread over six years and incorporate unspecified subsidies, is understood to involve the development of a new high-powered diesel engine, likely to be built at its Valladolid plant.

The planned investments coincide with a forecast of a 5 per cent drop in Spanish vehicle sales this year after an estimated rise of 8.3 per cent to 961,000 sold units in 1992.

The forecast comes as all the

## Budge deal boosts McAlpine

By Ian Hamilton Fazey, Northern Correspondent

ALFRED McAlpine, the UK civil engineer, yesterday bought the civil engineering businesses of A. F. Budge, which went into receivership last month owing its bankers £20m (£30m). Budge's 26 current road and bridge-building contracts - many of them large infrastructural projects - will carry on under McAlpine and up to 260 on-site jobs will be saved.

The deal is likely to lift Alfred McAlpine back into the top five of Britain's civil engineering contractors, alongside Tarmac, Balfour Beatty, Amec and Birsle. Alfred McAlpine was nearly always in the top five in the first half of the 1980s but had fallen back in the past five years.

Budge will also fill in a hole in Alfred McAlpine's national spread, since it is based in East Retford, Nottinghamshire, and is usually asked to bid for public works in the East Midlands and East Anglia, where Alfred McAlpine has been weak.

Alfred McAlpine, which has headquarters at Hooton, Wirral, will keep the East Retford offices going. It frequently bids for road-building work with Amec, based nearby in Sandbach, Cheshire.

The Leeds office of Coopers & Lybrand, which kept Budge trading with 197 job losses after being appointed receiver, last night said it was close to clinching the sale of Budge's building division.

The buyer is likely to be one of Kier, Ballast Nedam, Tarmac or Miller, all identified in undisputed trade press reports, along with Alfred McAlpine, as bidders for parts of the Budge business.

Mr Ken Lever, finance director of Alfred McAlpine, last night refused to disclose the price of the Budge contracting business, claiming commercial confidentiality relating to existing contracts.

However, it has to be less than £2.2m, which is 5 per cent of Alfred McAlpine's net assets of £164m, the level above

which disclosure would have been compulsory under Stock Exchange rules.

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which disclosure would have been compulsory under Stock Exchange rules.

## INTERNATIONAL COMPANIES AND FINANCE

## Citicorp to sell Quotron businesses

By Alan Friedman

CITICORP, the largest US commercial bank, said yesterday that it had agreed to sell two businesses in its Quotron financial information services division.

Financial terms were not disclosed, but the transaction is expected to be completed in the next eight weeks.

The value of the deal is believed to amount to less than \$30m.

The buyer of Quotron's international equities and securities industry software businesses is Automatic Data Processing (ADP), which has also signed a perpetual licensing agreement to use the Quotron trading support system software.

ADP, which has about \$2bn of annual revenues, is one of the largest independent computing services firms in the US.

## Blockbuster chief resigns

By Alan Friedman  
in New York

BLOCKBUSTER, the US video rental chain which owns the Cityvision group in the UK, yesterday said Mr Joseph Baczkowski had resigned as president and chief operating officer of the company.

Mr Baczkowski will be replaced as president by Mr Steven Barrard, vice-chairman.

The resignation of Mr Baczkowski - who had been with

the company since January 1991 - was described as part of a reorganisation that follows a series of acquisitions.

Separate divisions have been created, including domestic home video, international home video, domestic music retailing, international music retailing and new technology ventures.

Mr Wayne Huizenga, chairman, said the company's recent acquisition of music store chains and its new joint-

venture in music retailing with

Mr Richard Branson's Virgin group would lead to new opportunities.

He said Blockbuster and Mr Baczkowski agreed on the president's resignation plan and added that Blockbuster would invest in a new retailing venture planned by Mr Baczkowski.

Blockbuster's results for the third quarter of 1992 showed a 50.9 per cent rise in after-tax earnings, to \$41.3m. Sales rose 24 per cent to \$383.7m.

## Northwest cuts payroll by 1,000

By Patrick Harverson  
in New York

NORTHWEST Airlines, the fourth-largest US carrier, is to cut more than 1,000 jobs in the company's latest attempt to put its finances in order.

Blaming the "brutal economic environment of the US airline industry", Northwest said yesterday that lay-off notices had been sent to 780

flight attendants, 175 full- and part-time ground service employees and 88 reservation sales agents across the US.

According to the company, the job cuts were being made on a straight seniority basis, and would not affect on-board service or flight staffing levels.

Northwest employs about 46,000 people.

Mr Hector Adler, a Northwest vice-president, said

requirements for flight attendants had fallen in the wake of recent reductions in flight schedules, and the replacement of larger widebody aircraft with smaller aircraft on some routes.

Yesterday's announcement comes less than a month after Northwest was forced to cancel orders for 74 new aircraft worth \$3.5bn as part of a refinancing package.

## Puerto Rican telecoms sale approved by US

By Canute James in Kingston

THE US Federal Communications Commission has approved the sale of a majority holding in Puerto Rico's long-distance telephone company to Telefónica de España, 10 months after the island's government said it had concluded the deal.

The sale of 80 per cent of Puerto Rico's government-owned Telefónica Larga Dis-

tancia for \$141.6m needed FCC approval because it breached regulations prohibiting foreign companies from owning more than 40 per cent of any US telephone company. Puerto Rico is a Caribbean possession of the US and is subject to federal regulations.

The FCC reported that its approval of the sale to the Spanish company was based on the Puerto Rican administration's failure to obtain reasonable offers from US companies, and because the privatisation of the carrier promised a more competitive service. The island's government is retaining a 20 per cent stake.

Announcing the sale 10 months ago, Telefónica de España said it would invest another \$50m in the Puerto Rican venture to upgrade its facilities.

The purchase represents Telefónica de España's second

venture in Puerto Rico. The company already owns 40 per cent of Telefónica Hispanoamericana, which manufactures telephones and other equipment on the island.

Telefónica de España, which also has investments in telephone companies in Argentina, Chile and Venezuela, said it would use its increased presence in Puerto Rico to develop the island as a hub for its operations in the Americas.

## Double find leads to about-turn

Kenneth Gooding charts the transformation of Freeport McMoRan

FREEPORT McMoRan is not one of those companies nursing a hangover after the excesses of the 1980s. Although the US minerals group spent heavily on acquisitions in the last decade, since 1989 it has sold assets in order to raise cash - some \$1bn so far.

There are, however, good reasons for this abrupt about-face. As Mr James R. Moffett, chairman - known to his colleagues as Jim-Bob - points out, Freeport has had the good fortune to discover not one but two massive natural resource deposits.

One discovery gives Freeport, in the same deposit, one of the world's five largest copper reserves as well as the largest economic gold reserve outside South Africa - at least 100,000 troy ounces.

The find will enable Freeport's 74 per cent-owned subsidiary, Freeport-McMoRan Copper and Gold, to increase production at its mine in a remote area of Indonesia to



James R. Moffett: 'In natural resources you have to be reactive'

may be in the rest of the mountainside there [in Indonesia]. It's like the first big discovery in the North Sea or the first big discovery in the Gulf of Mexico."

It was in the Gulf of Mexico, on the doorstep of Freeport's headquarters in New Orleans, that Freeport made its other important find - Main Pass, the first sulphur deposit discovered in 25 years and the largest in North America. Even at today's depressed prices, sulphur is eight times more valuable than oil, and Mr Moffett is confident that one day it will be worth much more.

It took two years to bring Main Pass into production in 1992. As a bonus, the sulphur is below a layer of oil (albeit a high-sulphur crude, which is not highly-valued) and Main Pass has become one of the biggest oil producers in the Gulf of Mexico.

Freeport's jubilation about the success of its exploration efforts was muted by the realisation that it would cost at least \$100m to develop the discoveries to a point where they would generate cash flow and profits.

Mr Moffett points out: "In a natural resource business you have to be reactive. We had to change our strategy. We had to sell assets if we wanted to avoid our debt going over \$8bn."

Those discoveries don't do anything for your cashflow until you've spent the money to get them into production. So we sold \$2bn worth of assets."

This was a reversal of the policy the group had followed from 1981, when it was formed via the merger of Freeport Minerals with McMoRan Oil and Gas. Until 1988, when it made its two huge discoveries in the

space of six months, Freeport was in a race against time to find acquisitions to provide it with \$100m of annual cashflow about to disappear at the end of the 1980s, when its two 30-year-old sulphur mines were expected to be depleted.

A five-year acquisition spree doubled Freeport's oil and gas reserves, more than doubled its agricultural minerals business and added the second-largest US producer of geothermal energy to its portfolio.

Freeport also spun off parts of some subsidiaries and had them traded separately on the New York Stock Exchange so the outside world would have a clearer perception of the true value of previously "hidden" assets.

Today, Freeport owns only 74 per cent of Freeport-McMoRan Copper and Gold, and only 51.8 per cent of Freeport-McMoRan Resource Partners, which in turn owns 58.3 per cent of Main Pass and is the operator.

Mr Moffett explains: "Our exploration-acquisition strategy in the early 1980s came about because we did not want to bet the company on finding big reserves. If someone had told me in 1982 that in 1988 we would find Main Pass and Grassberg [the new Indonesian copper-gold deposit], I would not have bought those companies."

So we bought geothermal and Canadian oil and gas, both with 30-year cash flows. We couldn't bet that we would beat the system. We needed cash flow to replace those two sulphur mines which were going out of business."

Since the two discoveries, Freeport has sold the gathering and midstream operations, its Canadian and US oil and gas businesses,

"Discoveries don't do anything until you've got them into production"

but the Ertsberg-Grasberg deposit is so rich that both its copper and gold are cheaper than 75 per cent of output in the rest of the world outside the former Soviet Union.

Nevertheless, in spite of its obvious attractions, investors have tended to shy away from Freeport because of its debts - the 1992 annual report showed \$1.9bn. The company's debt rating, in the double-B range, is below investment grade and Mr Moffett and his board consider the shares undervalued. So Freeport has avoided straight debt or equity offerings to raise cash in favour of other instruments, such as convertible debt and bond issues.

Mr Moffett points out that Freeport's debt - all owed to the public, "we don't owe any money to banks" - is down to \$1.2bn and the company has \$400m cash in the bank. He says Freeport will borrow another \$150m so as to have the cash in hand ready before moving ahead with the \$550m expansion in Indonesia.

## INTERNATIONAL TAXATION

The FT proposes to publish this survey on

February 18 1993.

Should you be interested in acquiring more information about this survey or wish to advertise in this feature, please contact: Sara Mason

Tel: 071-873 3349

Fax: 071-873 3064

FT SURVEYS

All of these securities having been sold, this announcement appears as a matter of record only.

December, 1992

## 3,000,000 Shares



## BE Aerospace, Inc.

## Common Stock

## 600,000 Shares

PaineWebber International

Cazenove &amp; Co.

Lazard Brothers &amp; Co., Limited

UBS Phillips &amp; Drew Securities Limited

This tranche was offered outside the United States and Canada.

## 2,400,000 Shares

PaineWebber Incorporated

Bear, Stearns &amp; Co. Inc.

Dillon, Read &amp; Co. Inc. A.G. Edwards &amp; Sons, Inc.

Merrill Lynch &amp; Co.

Hambrecht &amp; Quist Incorporated

Oppenheimer &amp; Co., Inc. Wertheim Schroder &amp; Co. Incorporated

Morgan Stanley &amp; Co. Incorporated

Ladenburg, Thalmann &amp; Co. Inc.

Advest, Inc.

Legg Mason Wood Walker Neuberger &amp; Berman Piper Jaffray Inc.

Raymond James &amp; Associates, Inc.

Sutro &amp; Co. Incorporated

Allen &amp; Company of Florida, Inc.

Brean Murray, Foster Securities Inc.

J.W. Charles Securities, Inc.

First Equity Corporation of Florida C.J. Lawrence Inc.

Nutmeg Securities, Ltd.

Pennsylvania Merchant Group Ltd

Reich &amp; Co., Inc.

Roney &amp; Co.

This tranche was offered in the United States.

All of these securities having been sold, this announcement appears as a matter of record only.

December, 1992

## 3,000,000 Shares



## United Waste Systems, Inc.

## Common Stock

## 600,000 Shares

PaineWebber International

Alex. Brown &amp; Sons International

Nomura International plc

Paribas Capital Markets

J. Henry Schroder Wag &amp; Co. Limited

Swiss Bank Corporation

This tranche was offered outside the United States and Canada.

## 2,400,000 Shares

PaineWebber Incorporated

Alex. Brown &amp; Sons Incorporated

A.G. Edwards &amp; Sons, Inc.

Kidder, Peabody &amp; Co. Incorporated

Morgan Stanley &amp; Co. Incorporated

Nomura Securities International, Inc.

Oppenheimer &amp; Co., Inc.

Prudential Securities Incorporated

Robertson, Stephens &amp; Company

Smith Barney, Harris Upham &amp; Co. Incorporated

Wertheim Schroder &amp; Co. Incorporated

Dean Witter Reynolds Inc.

Advest, Inc. First of Michigan Corporation

Janney Montgomery Scott Inc.

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Neuberger &amp; Berman Raymond James &amp; Associates, Inc.

Tucker Anthony Wessels, Arnold &amp; Henderson

Wheat First Butcher &amp; Singer Capital Markets

The Chicago Corporation

Foley Mufson Howe &amp; Company

J. J. R. Hilliard, W. L. Lyons, Inc.

C.J. Lawrence Inc. Moran &amp; Associates, Inc.

The Ohio Company

Securities Brokerage Parker/Hunter Incorporated

Pennsylvania Merchant Group Ltd

Scott &amp; Stringfellow Investment Corp.

This tranche was offered in the United States.

## INTERNATIONAL COMPANIES AND FINANCE

## Daewoo to give units greater autonomy

By John Burton in Seoul

DAEWOO, South Korea's fourth-largest conglomerate, plans to promote management autonomy among its subsidiaries in the first step toward the group's eventual dissolution, according to Mr Kim Woo-choong, the Daewoo chairman.

South Korea's big conglomerates, or chaebol, have been criticised for becoming unwieldy and cumbersome due to their size and range of business operations.

The government has tried to impose credit restrictions on the chaebol to force them to streamline activities and improve competitiveness.

Although the chaebol have not reduced operations, they are promoting greater decentralised management in what is regarded as a preliminary step to the eventual break-up of these groups over the next few decades.

Mr Kim, who founded Daewoo in 1967, said he would begin to give full managerial independence to profitable subsidiaries this year, detaching them from group control.

Mr Kim may have made his decision in response to criticism among some senior executives that the group had grown too big for the Daewoo chairman to retain close management control over the conglomerate.

Mr Kim said management independence would not be given to Daewoo's main shipbuilding and heavy machinery units until they are merged by the end of 1994.

The government agreed in 1988 to provide rescue loans to debt-ridden Daewoo Shipbuilding, an unlisted subsidiary, on condition it would later merge with listed Daewoo Heavy Industries to improve the group's financial stability and rationalise operations.

Officials originally ordered that the merger should be completed by the end of 1992, but agreed last month to delay it for another two years.

## Exposed Japanese regional banks lean on the centre

Ambition led some out-of-town institutions to take on customers others rejected, writes Robert Thomson

**H**YOGO Bank has been typical of Japan's regional banks, lending to local companies based in the western prefecture of Hyogo and taking care of their business in Tokyo.

This has been a cosy relationship, secured by cross-shareholdings and a deep sense of local loyalty - Hyogo companies would naturally turn to Hyogo Bank.

However, once-conservative regional banks developed ambitions far beyond their local boundaries during the late 1980s bubble. They and their affiliates were big lenders to Tokyo and Osaka property developers, and ventured abroad, providing funds to companies ranging from Olympia & York to the CPA group, the aircraft leasing company, which borrowed from at least 16 Japanese regional banks.

The risks of this rapid expansion, particularly the exposure to the domestic stock and property markets, are increasingly obvious. Hyogo Bank, whose deposits fell 16.5 per cent in the first half and whose short-term deposits have fallen by an estimated 50 per cent over the past year, is not receiving intensive care from three large banks - Sumitomo Bank, Long-Term Credit Bank of Japan, and Industrial Bank of Japan.

Hyogo, whose 10 largest financial affiliates have outstanding loans estimated at Y1,500bn (\$13bn), many of them property-related, is also receiving a little help from the Bank of Japan. Along with the Finance Ministry, the Bank of Japan is sending managers to oversee the reform of Hyogo.

The central bank has also provided loans at the official discount rate of 3.25 per cent, allowing the troubled bank to profit from the difference in market rates.

The share price of Taiheiyo Bank, a Tokyo-based regional institution, rose Y40 to Y339 yesterday after reports that the central bank was providing similar assistance. Taiheiyo, which turned to property developers in its quest for expansion, had previously sought assistance from its leading shareholders, a group of four commercial banks, Sakura Bank, Fuji Bank, Tokai Bank, and Sanwa Bank.

It is unclear exactly how many other regional banks are receiving or in need of assistance, but a Bank of Japan official confirmed that extra loans were being provided to troubled banks. One sign of the problems is that provisions or write-offs of non-performing loans by 13 regional banks around Tokyo rose 3.4 times during the half to the end of September, according

to the district financial bureau.

This ever-increasing burden arises from the ambition of some out-of-town institutions to compete with the big city banks. This has left the regional institutions, or their affiliates, with customers these larger institutions rejected. As a result, regional banks were prominent lenders to bankrupts, ranging from Nanatomi, a stock and property speculator with debts of Y300bn, to Ms Nui Onoue, the "bubble lady" of Osaka, who had investments of Y900bn at the height of her seance-inspired onslaught on the stock market.

Regional bank officials hope that the new loan and land collateral purchase agency to be established by the banking industry this month will relieve the burden. The Regional Banks' Association says the banks will not need public assistance: "We don't think there will be a serious crisis among regional banks. We think the problem can be solved."

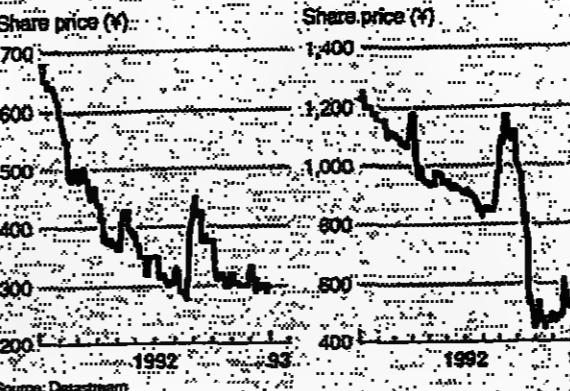
**O**ne solution is to encourage mergers. The Finance Ministry recently approved a merger between two regional banks in the north-east, Ugo Bank and Akita Akebono Bank, which had reported a 98 per cent fall in pre-tax profit last year following huge appraisal losses on securities holdings.

The better health regional banks tend to be based in areas which experienced strong growth, without reaching the speculative heights of Tokyo or Osaka. There are concerns that some of these regional cities are only now beginning to experience the burst of the bubble, but those banks which did not stray far from the traditional client list generally appear to have strong balance sheets.

Meanwhile, regional banks have become a popular theme for financial industry specialists at foreign securities houses. Analysts are attempting to highlight the most vulnerable institutions, while recommending those institutions which remained conservative during the bubble era and have

## Taiheiyo Bank

## Hyogo Bank



lowering huge appraisal losses on securities holdings.

The Finance Ministry says there are too many regional banks, 130 in all, 64 first-tier and 66 second-tier, and that a streamlining is necessary. Mr Tsutomu Hata, the former finance minister, had encouraged smaller banks to look for partners, warning that financial deregulation would put them under extra competitive pressure.

Meanwhile, regional banks have become a popular theme for financial industry specialists at foreign securities houses. Analysts are attempting to highlight the most vulnerable institutions, while recommending those institutions which remained conservative during the bubble era and have

better profit prospects than their big city cousins.

The better health regional banks tend to be based in areas which experienced strong growth, without reaching the speculative heights of Tokyo or Osaka. There are concerns that some of these regional cities are only now beginning to experience the burst of the bubble, but those banks which did not stray far from the traditional client list generally appear to have strong balance sheets.

An important test is the level of unrealised gains on the banks' securities holdings. Mr Paul Heaton, financial specialist at Smith New Court Japan, estimates that about 11 of the first-tier regional banks will still have unrealised gains on

## BHP sells further stake in Beswick

By Kevin Brown in Sydney

**B**ROKEN Hill Proprietary, the Australian resources group, yesterday announced a further reduction in its involvement in Beswick, a stockholding company set up as part of its defence against a hostile takeover attempt by the late Mr Robert Holmes à Court.

BHP said it had sold Beswick class A redeemable preference shares with a face value of A\$300m (US\$206.8m) to the government-controlled Commonwealth Bank, bringing the group a step closer to achieving its intention of selling its holding of Beswick preference shares.

The deal follows the sale of class A preference shares with a face value of A\$400m to Westpac Banking Corporation last year. It leaves BHP with Beswick class A preference shares with a face value of A\$290m.

BHP said the sale was on similar terms to the Westpac deal. The group is believed to have sold both tranches of shares at a premium to the face value. BHP has said it hopes to dispose of its A class shares by the end of May.

Beswick, which holds 32.6m BHP shares, equivalent to 20 per cent of the company, was set up in 1988 to hold BHP shares obtained by Elders IXL, now Foster's Brewing Group, during Mr Holmes à Court's takeover bid.

A second stockholding company, known as International Brewing Group, was set up to hold shares in Elders acquired by BHP as part of a deal with Mr John Elliott, then Elders' chairman and chief executive.

Foster's remains a shareholder in Beswick, together with ANZ trustees. In addition to its A class shares, BHP retains ordinary shares valued at A\$73m, and non-voting convertible preference shares valued at A\$800m.

BHP shares rose 32 cents to A\$13.60 after the share sale was announced on the Australian Stock Exchange.

## Toyota's Pakistan trials near

By Farhan Sokhri in Karachi

PAKISTAN'S first Toyota car assembly plant begins trial production in February and commercial production in May.

The plant is being set up by Indus Motor, a joint venture between Toyota and Karachi-based Habib Group, at a cost of Rs2bn (\$78.3m) and will have a capacity to produce 20,000 vehicles annually.

Indus Motors has lobbied the government to discourage the import of used cars and allow tax incentives to Pakistanis with output set according to demand. Import figures give an indication of what demand

might be: for 1992, the government estimates about 3,000 cars of all makes with 1.3-litre engines were imported, as well as 10,000 used cars, of which almost 90 per cent were older Corolla models.

Additionally, Honda and Nissan are finalising plans to set up similar ventures with Pakistani companies and Daewoo of Korea is examining the feasibility of setting up a plant.

The foreign carmakers hope to take advantage of Pakistan's growing consumer market and export to Afghanistan and the newly-independent central Asian Islamic countries.

## Keppel unit to invest in China holiday resort

By Kieran Cooke  
In Kuala Lumpur

**S**TRAITS Steamship Land, part of the diversified Singapore-based Keppel conglomerate, has agreed with the local authorities in China's Yunnan province to develop a large holiday and golf resort.

Strait is to invest an initial US\$10m in the project, and is committing \$40m for a later stage. Temasek Holdings, the Singapore government's investment holding company, will also take up a stake.

Mr Mohd Mistrz, managing

## Saudi American Bank may double share capital

**S**HAREHOLDERS of Saudi American Bank (Samba), the biggest joint-venture bank in Saudi Arabia, are to meet today to decide on plans to double the bank's share capital to SR1.2bn (\$320m), Reuter reports.

Mr Zakaria al-Kabas, general manager, said the extraordinary meeting would review plans for a one-for-one bonus issue, paying for it by transferring SR600m from its reserves.

At the end of 1991, the bank's statutory and general reserves stood at SR2.4bn. Mr Mistrz, managing

Notes pursuant to Section 306 of the Indenture ("the Indenture"), dated as of February 15, 1986, between CalFed Inc. (the "Company") and Chemical Bank, successor by merger to Manufacturers Hanover Trust Company, as trustee, under which the Company's 6 1/2% Convertible Subordinated Debentures due 2001 (the "CAL Debentures") were issued is hereby given of the following:

On December 16, 1992, the Company, XCF Acceptance Corporation ("XCF"), a California corporation and the surviving corporation in a merger of the Company with and into XCF, California Federal Bank, a Federal Savings Bank ("California Federal Bank"), and Chemical Bank, executed a First Supplemental Indenture ("the First Supplemental Indenture") amending and supplementing the Indenture. Pursuant to the First Supplemental Indenture, (i) the CAL Debentures have been deferred until February 26, 2000, (ii) the conversion rate required, with certain exceptions, that the Company own directly or indirectly more than 80% of the outstanding voting power for the election of directors of California Federal Bank has been eliminated, (iii) the condition precedent to the Company's ability to redeem the CAL Debentures prior to February 26, 1993, which condition provides, in essence, that the Company can only redeem the CAL Debentures at its option if during a certain period of time prior to any such redemption the market price of the Company's common stock is at least 130% of the conversion price under the Indenture has been exceeded, (iv) conforming changes with respect to the foregoing amendments have been made, and (v) XCF has assumed the obligations of the Company under the Indenture, as amended.

Copies of the First Supplemental Indenture are available from James F. Hickey, California Federal Bank, 5700 Wilshire Boulevard, Los Angeles, California 90036, telephone 0101 (213) 930-9750 or telexcopy: 0101 (213) 930-9485.

January 5, 1993.

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DIVIDEND NOTICE

The Directors resolved on 18th December 1992 to pay a dividend of 2 pence per share to shareholders of the High Yield Portfolio on record on 30th December 1992 payable on 5th January 1993.  
By order of the Board

USD 200,000,000  
BANESTO FINANCE LIMITED

Subordinated Floating  
Rate Notes due 1994

Interest Rate 4.2625% p.a.  
Interest Period December 31, 92  
March 31, 93

Interest Amount due on  
March 31, 1993 per  
USD 1,000,000 USD 10,656.25

BANQUE GÉNÉRALE DU LUXEMBOURG  
Agent Bank

KANSALLIS-OSAKE-PANKKI  
USD 100,000,000 10 1/8% Bonds due 1996

Notice is hereby given to the Bondholders that, in accordance with Clause 5 (b) of the Terms and Conditions of the Bonds, the issuer has elected to redeem all of the Bonds at the principal amount on February 8, 1993.

The payment of principal and interest will be made upon presentation and surrender of the Bonds and relevant coupon, with all unmatured coupons attached, on February 8, 1993 at the offices of the Paying Agents.

BANQUE GÉNÉRALE DU LUXEMBOURG  
Fiscal Agent

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£150,000,000  
HALIFAX  
BUILDING SOCIETY  
Floating Rate Loan Notes  
Due 1996 (Series A)

Interest Rate 7.085%  
Interest Period 31st December 1992  
29th January 1993

Interest Amount due  
29th January 1993 per  
£ 6,000.00 Notes £28.13  
£12,000.00 Notes £28.125

Credit Suisse First Boston Limited  
Agent

City of Copenhagen  
Y7,000,000,000  
Floating Rate Notes  
Due 1996

Notice is hereby given that the Rate of Interest for the Interest Period from 5th January, 1993 to 5th July, 1993 is 4.34% per annum. Interest payable on 5th January, 1993 in the amount of £2,157,143 and Y100,000,000 principal amount of the Notes.

Agent Bank  
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of Japan, Limited  
Tokyo

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BRISTOL & WEST  
BUILDING SOCIETY  
Floating Rate Notes Due 1993

Interest Period  
31st July 1992  
29th January 1993

Interest Amount per  
£5,000 Note due  
29th January 1993

£221.86

Credit Suisse First Boston Limited  
Agent

Yorkshire International Finance B.V.  
\$20,540,000  
Guaranteed Floating Rate Notes due 1994

Guaranteed on an unsecured basis by  
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In accordance with the provisions of the Notes, Notice is hereby given that for the three month period December 31, 1992 to March 31, 1993 the Notes will carry an interest rate of 7.8375% per annum with a coupon amount of £88.61 per £1,000 Note.

& NatWest Capital Markets Limited  
Agent Bank

Republic of Venezuela



# Evode omits profit forecast

By Roland Rudd

EVODE, the chemical and plastics group fighting a hostile £94.3m bid from Wassall, yesterday omitted a profits forecast with its final defence document.

Mr Andrew Simon, Evode's chairman, said it was not practical to publish a profits forecast after only three months of trading since its financial year ended on October 3.

Evode's document, which contained its balance sheet for 1992, rebutted many of Wassall's earlier comments, accusing the mini-conglomerate of an "ill-informed and over-simplified attack" on the company.

Mr Chris Miller, Wassall chairman, said he was "amazed" that Evode declined to publish a profits forecast or give details of its current trading performance.

"The absence of any comment on current trading, let alone a profit or dividend forecast, will suggest to Evode



Andrew Simon: an ill-informed and over-simplified attack

shareholders that its board lacks confidence in its ability to deliver satisfactory results in the future."

Evode recently produced a 40 per cent increase in pre-tax profits, from £7.3m to £10.2m, for the 53 weeks to October 3. Its shares yesterday firmsed 1p

rights issue and, if necessary, we will be in a very good position to look for other acquisitions."

Evode's document seeks to reassure shareholders that it has only been in breach of interest covenants relating to the £45m (£28m) unlisted US redeemable shares. Shareholders have waived their rights, from the breach of covenant, to appoint directors to Evode's board.

The group said it was only close to breaching another covenant because of the change in accounting rules which forced it to reserve reserves.

It said it was confident of gaining the support of the two US preference shareholders, US West and GE Capital, to change the covenants.

For the first time in two years Mr Simon and his chief executive, Mr David Winterbottom, enjoyed pay increases. Mr Simon's pay rose to £127,487 (£124,019) and Mr Winterbottom's to £141,114 (£136,304).

## Bowater buys rest of MiTek

By Matthew Curnin

BOWATER, the packaging, printing and building materials group, has, through Rexham, its US subsidiary, paid \$55m (£36m) for the remaining 44 per cent stake in MiTek, the builder's hardware supplier.

Mr Michael Hartnett, finance director, said Bowater always intended to take over the Mississauga-based company after it bought a 49 per cent interest in 1987 and another 7 per cent in

1989. The group decided to exercise its call option on the remaining equity when it expired in December.

Mr Hartnett said MiTek was the leading North American supplier of metal connector plates, used in timber construction, and complemented Bowater's activities in the construction industry.

Operating profit was esti-

mated at \$14.5m on turnover of

\$127m in the year to end-December, and its net assets of

\$45m included \$20m cash. MiTek has not been consolidated in Bowater's results because it controlled only 48 per cent of the voting rights.

Bowater reported an increase in pre-tax profits from \$52.5m to \$82.4m in the half-year to June 1992, with market forecasts that at year-end profits would improve from \$113m to between \$145m and \$155m. A fifth of sales, worth £1.27bn in 1991, is derived from North and South American operations.

## Sun Alliance cuts bonuses

By John Authers

SUN ALLIANCE, the composite insurer, yesterday announced cuts in the bonuses it pays on with-profits life insurance contracts.

Pay-outs on 10-year endowments, which Sun Alliance expects to account for a large proportion of its business following heavy sales of the product in 1983 and 1984, will drop by 14.94 per cent,

compared to this time last year.

Assuming the policy was taken out by a 28-year-old man paying £30 per month, a payout of £7,000 on January 1 last year would have dropped to £6,005 by the beginning of this month.

Cuts in 25-year pay-outs have been less marked, and on the same assumptions a £25,021

pay-out will drop to £20,048.

The company chose to make cuts in annual or reversionary bonus rates, which are announced annually and then cannot be taken away from the value of the contract.

It said this reflected its expectations of lower investment returns and inflation for the next decade.

Capital bonuses, added only at the end of the contract, remain unchanged but are reviewed monthly.

## TSW and UK Safety delay talks until March

By Raymond Snoddy

TELEVISION South West, the former ITV company, will in March re-open talks about a reverse takeover with UK Safety Group, the Bristol-based specialist shoe manufacturer.

The group said it was only close to breaching another covenant because of the change in accounting rules which forced it to reserve reserves.

It said it was confident of

gaining the support of the two US preference shareholders, US West and GE Capital, to change the covenants.

For the first time in two years Mr Simon and his chief executive, Mr David Winterbottom, enjoyed pay increases. Mr Simon's pay rose to £127,487 (£124,019) and Mr Winterbottom's to £141,114 (£136,304).

## Wimpey to sell Liverpool shopping site for £20m

By Andrew Bolger

GEORGE WIMPEY, the construction group, has conditionally agreed to sell its shopping development site at Clayton Square, Liverpool, for £20m.

The group said the sale would lead to a provision of £1m which would be taken through the profit and loss account of its annual results for 1992, due in March.

Analysts now expect these provisions to exceed £100m, leading to pre-tax losses of about £120m, compared with £16.1m losses last time. Wimpey's shares closed 1p higher at £15p.

The sale means that Wimpey has raised more than £300m

included a write-down of £27.8m in the value of the group's investment properties.

Wimpey repeated its warning, given at the time of its interim results in September, that a year-end evaluation of its land bank and commercial activities was "expected to result in substantial further provisions."

Analysts now expect these provisions to exceed £100m, leading to pre-tax losses of about £120m, compared with £16.1m losses last time. Wimpey's shares closed 1p higher at £15p.

The sale means that Wimpey has raised more than £300m

since it announced a planned £400m disposal programme to reduce gearing in 1991.

Year-end debt is put at less than £180m, which on estimated shareholders' funds of £500m gives gearing of about 35 per cent.

Wimpey halved its interim dividend to 2p, and is still expected to halve its final payment to 3.25p.

In November, Sir Clifford Chetwood, who has just retired and been replaced as chairman of Wimpey by Sir John Quinton, forecast that the recession in the construction industry could last until 1995.

See Lex

## ECC selling Haul-Waste to South West Water

By Peter Pearce

IN THE latest move in its strategy to sell non-core businesses, English China Clays, the world's largest producer of china clay, is selling Haul-Waste, its waste disposal operations, to South West Water for a total £27.5m.

The initial consideration is £25m cash, payable on completion, expected in early February. Mr Peter Elliott, company secretary, said that the payment of part or all of the balance would be triggered by the further availability of landfill sites.

ECC announced in August that it intended to sell Haul-Waste, a waste management company which operates landfill sites and collects and disposes of dry and liquid wastes in the south-west of England.

The August announcement prompted a 24p rise in ECC's shares to 48p. Yesterday they slipped 4p to 45.5p, while SWW's eased 2p to 49.75p.

The disposal programme will enable the group to concentrate on its core industrial minerals and construction materials businesses.

Mr Ken Hill, SWW's finance director, said that SWW was buying 18 of 20 Haul-Waste's sites, giving nearly 12m cu m of void space, and that there were another 10 potential sites that ECC was excavating. He said that the initial £25m was being raised by a private placement.

• Northumbrian Water Group has bought the Burnhills Quarry landfill site from Tarmac. It will use the site for the disposal of hazardous and restricted wastes.

## Maddox sells distribution businesses

By Roland Rudd

Maddox Group has agreed to sell off its two electrical wire and cable distribution subsidiaries for \$29.6m (£19.1m).

Cables & Flexibles and Seacoast Electric Company are to be sold via a US-based management buy-out. The disposals underline its decision to concentrate on the core computer maintenance business.

Maddox will have the option to convert a loan note which will form part of the consideration into a 49 per cent equity interest in Lantek Electronics, the main buy-out vehicle, in three years' time.

• C&F made a pre-tax loss of £277,000 in the five months to September 30 1991 while Seacoast made \$893,000 profits in the nine months to that date.

## FT-SE Actuaries Indices seminar

SOME PLACES remain available at a seminar on the new FT-SE Actuaries Share Indices to be held on Wednesday January 13.

The seminar will be chaired by Mr Donald Brydon, chairman of the FT-SE Actuaries Steering Committee. It will provide investors and their advisers with an opportunity to discuss the changes introduced by the new indices with a panel of experts.

Speakers will cover:

• Design features of the UK Series

• Variations in performance of the new indices

• The choice of benchmarks facing fund managers, plan sponsors and fund directors

• Trading the indices using baskets and derivatives.

The seminar will be held at the Institute of Actuaries, Staple Inn Hall, High Holborn, London WC1. It will start at 3.30pm and finish around 6.30pm.

The seminar is free of charge, but prior notice of attendance is required. To reserve a place, contact Jane Butler on 071-402 0106 or by fax on 071-405 3432.

## FINMECCANICA

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C.C.I.A.A. Roma n. 7031

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Società per azioni

MERGER PROPOSAL WITH ALENIA, ANSALDO, ELSAG BAILEY

On December 23rd 1992, the Board of Directors of Finmeccanica, Alenia, Ansaldo and Elsag Bailey deliberated on a proposal of merger of the three Subsidiaries into Finmeccanica.

As part of the proposed merger, Finmeccanica will increase its share capital of up to Lit. 183.6 billion through the issuance of 183.6 million new ordinary shares with par value Lit. 1.000 each which will be initially paid for the whole dividend paid for fiscal year 1992, to be exchanged with the outstanding shares of the Subsidiaries held by minority shareholders.

The exchange ratios have been determined taking into account the change in Finmeccanica's share par value, which will be increased to Lit. 1.000 per share from the current Lit. 500 per share, following a reverse 1 for 2 stock split, which will be shortly initiated.

The exchange ratios have been determined as follows:

- three newly issued ordinary shares of Finmeccanica for every five ordinary shares of Alenia;

- three newly issued ordinary shares of Finmeccanica for every five ordinary shares of Ansaldo;

- three newly issued ordinary shares of Finmeccanica for every five ordinary shares of Elsag Bailey.

In addition, 8.1 million new ordinary shares with par value Lit. 1.000 will be issued against the exercise of the 22.5 million Elsag Bailey warrants outstanding.

Holders of the above mentioned warrants will be, therefore, entitled, until the warrants expiration date, to purchase 18 Finmeccanica shares for every 50 warrants owned, at a price per share equal to Lit. 2.777. The exchange ratios have been determined by the respective Board of Directors of the Companies, based on the valuation analysis completed by Professor Pellegrino Capaldo, which has been supported by the independent fairness opinion provided by the merchant bank Lehman Brothers International.

The exchange ratios have been determined based on the Companies' book value as reported in the most recent financial statements, adjusted for income effects, and on the stock market performances for the publicly traded Companies.

For this opinion, as provided by the article 2301 (v) of the Italian Civil Code, will be delivered by the respective auditors of Finmeccanica, Alenia, Ansaldo, Elsag Bailey, and by an expert appointed by the Court of Genoa, for Ansaldo.

The shareholders of Finmeccanica, Alenia, Ansaldo, Elsag Bailey will have, as provided by the article 2307 of the Italian Civil Code, the right to tender their shares for cash payment.

The main purpose of the merger plan, which will be discussed for the approval by the Companies' Extraordinary Meeting to be held on February 18th, 1993 or on February 24th, 1993, are the following:

- concentrate the Group's main activities under one corporate organization in order to enhance internal synergies, in line with the major international competitors;

- approach the financial markets, in view of further placements of the Group's capital, with a more suitable structure.

At the current market prices, the merger would increase the market value of Finmeccanica up to approximately Lit. 295 billion, from the current Lit. 85 billion. The market values of Alenia and Elsag Bailey are presently Lit. 75 billion and Lit. 70 billion respectively.

As a result of the completion of the merger plan, the Finmeccanica ownership will change as follows:

FINMECCANICA'S ORDINARY SHARES

Before the Merger (Shares in millions) After the merger (Shares in millions)

IRI 591.4 (\*) 96.3% 690.5 (\*) 86.6%

Public 12.0 3.6% 106.6 13.4%

Total 613.4 100.0 797.0

(\*) for 511.4 millions of IRI's ordinary shares, the right to dividend distribution has been deferred until the end of fiscal year 1992, as deliberated by the General Meeting of July 21, 1992.

FINMECCANICA'S SAVING SHARES

Before the Merger (Shares in millions) After the merger (Shares in millions)

IRI 45.5 73.9% 45.5 73.9%

Public 16.0 26.1% 16.0 26.1%

Total 61.5 61.5

At the current market price levels, the total market capitalization of Finmeccanica after the merger mechanical concern in Italy.

Consolidated Fiscal 1991 revenues for Finmeccanica Spa were equal to Lit. 10,966 billion: an approximately

## COMPANY NEWS: UK

## NatWest seeks a new life

John Gapper considers a resolution to secure long-term income

THE NEW year's resolution of most high street banks is to make more money than in the past year. Bets by provisions on bad loans, they are seeking ways to increase steady sources of income.

This is why National Westminster Bank is placing both hope and £105m in a new insurance subsidiary.

National Westminster Life Assurance is an expression of optimism for the future. Mr Lawrence Churchill, its chief executive, believes it can sell 200,000 policies in its first year. NatWest Life starts underwriting this week, and has a regional sales force of 1,900 already in place.

But the venture is also an admission of past error. The bank did not tie to a life insurer in 1988 when the Financial Services Act forced it to choose. It made great play of the fact that its NatWest Insurance Services subsidiary was an independent intermediary which offered unbiased advice.

Things have changed since then. Although NatWest Insurance Services contributed profits of £54m in the first half of the year, the bank has come to have second thoughts about advising the most profitable segment of its customer base to take its related business elsewhere.

The growth of "pension assurance", the sale of insurance through banks, in Europe is being matched in Britain. Of the 1.2m Lloyds Bank customers with life and pensions policies, 14 per cent are with its Black Horse Financial Services subsidiary. Lloyds thinks it can raise that to 35 per cent by 1995.

Life assurance sales fit well with NatWest's attempt to remodel its branch network, removing much processing work and making more space available as a customer service and sales area. For branches to become more profitable, they will have to generate more sales of financial products.

Part of NatWest's strategy, along with that of other high street banks, is to raise non-in-



Lawrence Churchill: high hopes of quality profits

terest income which does not carry the risk of loans going bad. At the half-year, the non-interest income was £1.38bn, about 43 per cent of the total, and the bank wants to increase this.

The sale of tied life assurance fits well with many of NatWest's intentions. Potentially at least, it is a good way of making money compared with lending.

"Life assurance has high quality profits. People tend to die in a predictable way, so you can price risk," said Mr Churchill.

The bank has devoted considerable effort to analysing and planning its new venture. It is the dominant partner, with a 52.5 per cent stake, but has involved Clerical Medical, the life insurer, to handle the fund management and provide

start-up advice on administration and systems.

NatWest Life will offer 12 standard life products, which it believes will cover 95 per cent of what its customers want.

Most of the selling will be done by 1,500 financial advisers, who will work from referrals by branch staff, and independent requests from NatWest customers for advice.

A venture into tied life assurance selling raises several issues for a clearing bank.

There is the question of exploiting a bank's customer base to sell products. One reason for the growth of tied sales is that "warm selling" through branches is more effective than cold calling. Bank advisers usually sell about four policies for every one managed by an insurer's sales force.

However, there is great potential for upsetting customers by selling too aggressively.

As Mr Churchill admitted, those going into bank branches may get "cheesed off" by a succession of offers. He insisted that the bank's priority was to develop a trusted relationship rather than exploit it.

The fine dividing line has already been recognised in the banking code of practice, introduced this year, which prevents bank sales forces from simply tapping into customer databases to find potential customers. Customers have to be referred by branch staff.

There is also the question of the selection and training of staff. The cultural divide between many traditional branch staff and insurance sellers has already been recognised by NatWest. It has used psychometric tests to help recruit internally staff who will be happy to talk and sell to customers.

It has also introduced unusual employment terms.

Unlike most insurance sales forces, NatWest Life's advisers will be paid largely by salary with a small bonus linked to sales. Mr Churchill said this would restrain over-enthusiastic selling. But it could also encourage inertia.

Finally, there is the question of how quickly NatWest Life will start contributing to profits. Mr Churchill hoped it would contribute a "significant proportion" of profits in the long term, in terms of the embedded value of policies he thought it would be profitable by the end of the first year.

However, he estimated that it would be three to four years before it passed on a dividend to the bank. This means that NatWest cannot hope for it to balance the weight of lending problems as fast as it might wish.

Mr Churchill said the bank took a long-term view. "This is not the flavour of the year. Internally, it is viewed as one of the most visible strategy moves in 20 years," he said.

This part of the NatWest's year's resolution will have to wait until past the end of 1993 to prove its value.

## CRH pays Fl 108m for Dutch companies

By Tim Coone in Dublin

CRH, the Dublin-based international construction materials group, has begun the new year as it finished the old - with a further round of acquisitions in the Netherlands.

The company yesterday announced the cash purchase of Stryk Holding and Klefwarenfabrik Wessem for a total of Fl 108m (£23m).

CRH said the two companies, which had a combined trading profit of Fl 18.7m on turnover of Fl 137m in the year ended December 31, would provide additional paving materials and clay brick manufacturing capacity.

Last November, CRH doubled its number of builders' merchants outlets in the Netherlands by acquiring Braks and Monster, as part of a broader Fl 22m (£2.5m) international expansion also involving acquisitions in the UK and US.

Mr Brian Hill, group director responsible for Europe, said yesterday "In the course of 1992 we have strengthened our strategic position in the Netherlands by bolt-on additions in three of our core business areas... The addition of Wessem to our clay brick group consolidates our leadership of the quality brick sector while the acquisition of Stryk significantly strengthens CRH's presence in concrete products on the European mainland".

According to BCP stockholders in Dublin, 21 per cent of operating profits in 1991 were derived from operations in the Netherlands.

These profits are forecast to rise to £220m this year from £141m last year.

CRH's latest purchases now give it a broad presence in the Dutch market for concrete, bricks and clay products and fencing, together with a strong distribution network of builders' merchants and DIY outlets.

The group - shares of which are traded under Rule 53 (2) -

NEWS DIGEST  
Tarmac makes £13m disposals

AS PART of its continuing debt reduction programme, Tarmac, through its industrial products division, has sold two further companies, Bolton Brady and Maple for about £13m - the final figure to be adjusted for the actual levels of working capital at completion.

The latest deals mean that since Tarmac launched the divestment programme last spring, 10 businesses have been sold bringing the group to about £150m.

Bolton Brady, a door manufacturer, has been sold to a consortium led by its executive directors via a management buy-out. Maple, a French maker of waterproof membranes, has been sold to Iko, a Canadian company.

Ramus warns of further losses

Ramus Holdings, the USM-traded building materials group, warned shareholders to anticipate further losses in the current year.

In the annual report and accounts for the 12 months to June 30 1992, which showed a pre-tax deficit of £2.35m on turnover of £52.2m, Mr Lionel Ramus, the outgoing chairman, said that difficult trading conditions had persisted and the group had initiated structural changes to reduce costs.

These moves will result in an exceptional charge of approximately £350,000 in the six months to end-December when losses before tax and the exceptional are expected to total about £1m.

Nevertheless, directors said benefits of the rationalisation and cost reduction programme were already being felt. They expressed "cautious optimism" over the second six months.

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The group - shares of which are traded under Rule 53 (2) -

were static at £322,000, interest payable of £221,000 (£196,000) left the pre-tax line at £102,000 (£172,000). There was an exceptional credit last time of £45,000.

Mr Hugh Sykes, chairman, said the recent reductions in interest rates would help the company in the future.

Turnover improved marginally to £7.86m (£7.71m), bolstered by improved export sales which jumped 62 per cent against the first half of 1991. Home sales, however, dipped 11 per cent.

The interim dividend is halved to 2.5p, payable April 3, from earnings of 4.2p (6.6p).

## Allied-Lyons buys central London pub

Allied-Lyons, the food and drinks company, was yesterday named as the purchaser of the Old Thame Inn, the central London pub sold for £1.2m by Harmony Leisure, the loss-making pubs and restaurants group.

Harmony said the sale would significantly reduce its gearing. The decision to dispose of the pub follows Harmony's qualified annual accounts for the year to March 29 1992 in which Barclays, concerned at the group's borrowing, insisted on a substantial loan repayment in January this year.

## MONTHLY AVERAGES OF STOCK INDICES

	December	November	October	September
FT-SE Accumulator Indices				
100 Index	2778.0	2712.9	2507.1	2452.4
Mid 250	2736.3	2598.3	2456.6	
350 Shares	1549.4	1310.4	1244.9	
Industrial Group	1401.49	1351.58	1292.31	1236.89
500 Share	1473.45	1425.57	1364.42	1301.03
Financial Group	853.86	844.43	772.13	701.50
All-Share	1324.07	1284.98	1221.45	1156.91
Eurotrack 100	1067.70	1047.08	1002.18	1005.40
Eurotrack 200	1138.57	1112.27	1074.88	1089.87
FT Indices				
Government Securities	93.69	94.27	91.18	89.00
Fixed Interest	108.89	103.98	105.10	104.82
Ordinary	2115.2	2028.1	1899.1	1794.5
Gold Mines	65.8	57.8	72.7	75.0
SEAO Bargains (4.45pm)	24.158	27.338	23.827	23.767
Highest Close Dec				
FT-SE 100	2847.8 (29th)			2716.2 (11th)
FT-SE Mid 250	2862.9 (31st)			2644.5 (1st)
FT-SE 350	1988.9 (29th)			1818.0 (11th)
FT-SE All Share	1363.97 (29th)			1255.13 (11th)
Ordinary	2168.2 (31st)			2068.2 (11th)
Lowest Close Dec				

This announcement appears as a matter of record only.

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New Prefixes - 962 in London and  
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## New general numbers are as follows:

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Leamfield House, London	Fax: 071-962 7725
Chaseside, Bournemouth	Tel: 0202-34 2000
	Fax: 0202-34 2424

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January 1993

ALLIANCE & LEICESTER  
Alliance & Leicester Building Society

£200,000,000

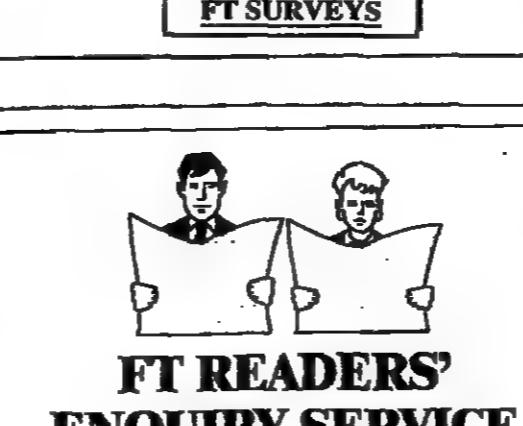
Floating Rate Notes due 1993 in accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 30th March, 1993 has been fixed at 7.25% per annum. The interest accruing over the three month period will be £178.77 per £10,000 Dearer Note, and £178.67 per £10,000 Bearer Note, on 30th March, 1993 against presentation of Coupon No. 18.

Union Bank of Switzerland  
London Branch Agent Bank  
30th December, 1992

The FT proposes to publish this survey on  
March 2 1993  
Japanese markets like their European counterparts have been hit by the current world recession but Japan remains a major economy with enormous potential. In a special survey, the Financial Times reports on the latest developments affecting Japanese financial sectors - a vital perspective for anyone wanting to do business in Japan.

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## COMMODITIES AND AGRICULTURE

# Gold price plummets to lowest level since 1986

By Kenneth Gooding,  
Mining Correspondent

GOLD'S PRICE in US dollars slumped to its lowest level for seven years yesterday, the first trading day of the new year.

Ironically, the fall was sparked partly by Australian and South African gold producers who could not resist selling forward at the very high prices quoted in their local currencies – a phenomenon caused by the strength of the US dollar.

Dealers suggested that there was also some speculative selling from Switzerland by Middle East syndicates and that South Africa's central bank, the Reserve Bank, stepped in at one stage to buy gold in an attempt to slow the price's rate of descent.

Gold was "fixed" in London yesterday afternoon at \$328.35 a troy ounce. Traders said that the price dropped to \$327 at one stage and that, if it stayed

below \$328 – a key chart point – for any length of time, it might fall by another \$5 or \$10 an ounce. The precious metal closed in London last night at \$321.15, down \$3.90 an ounce from last Thursday's close.

We are in an area where the professionals don't have many signposts to guide them," Mr Andy Smith, analyst at Union Bank of Switzerland pointed out.

"I don't expect we will see a \$20 or \$30 move down, just moves of \$5 to \$10 and then some temporary recovery – a sawtooth pattern."

Ms Rhona O'Connell, analyst at Williams de Broe, part of Banque Bruxelles Lambert, said gold was in a period of stability with some temporary recovery – a sawtooth pattern."

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below \$328 – a key chart point – for any length of time, it might fall by another \$5 or \$10 an ounce. The precious metal closed in London last night at \$321.15, down \$3.90 an ounce from last Thursday's close.

Mr Ted Arnold, analyst at the Merrill Lynch financial services group, said a number of market participants were looking at \$320 an ounce as "a realistic downside target." The reasoning was that in theory about 35 per cent of western world gold mine capacity, or 23.4 tonnes, should close down after a year or two because they would be uneconomic with prices at that relatively low level.

He added: "The gold market has now reached a point where prices will only rise sharply if there is a dramatic change in either the supply or demand side of the equation. And I strongly doubt that anything very dramatic is going to happen on the demand side."

World nickel stocks had risen to about 200,000 tonnes, which is about two and a half month's supply, the officials said, and the company's three month closure is expected to coincide with a draw down of these inventories and a hardan-

ning of the market with prices recovering.

The Dominican Republic's nickel production between January and September of last year was 16,974 tonnes, 26.3 per cent less than production in the corresponding period of 1991. Production in 1991 was 28,000 tonnes, 1.6 per cent less than 1990. The Caribbean Republic has reserves of 36m tonnes of ore graded at 1.75 per cent nickel.

## Dominican nickel production suspended until end of March

By Canute James in Kingston, Jamaica

FALCONBRIDGE Dominicana, the Dominican Republic's nickel producer, has suspended its operations until the end of March because of a weak international market caused by high stocks and low prices.

According to Dominican government officials, the decision by the company, in which Falconbridge of Canada has a

majority stake, followed a fall in nickel prices from an average of \$3.10 a lb to \$2.50 a lb.

These prices, they said, could not provide the company with a "beneficial profit."

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## S African sugar cane crop at 9-year low

SOUTH AFRICA's sugar cane growers produced a drought-hit 1992-1993 crop of 1.507m tonnes, the worst since 1984, industry officials said yesterday, reports Reuter from Johannesburg.

The South African Sugar Association, which markets the country's sugar output, said the effects of the severe drought last year could affect the 1993-1994 crop.

Cane in the fields suffered "from green drought phenomena", said Mr Chris Fitzgerald, spokesman for the association. "It looks nice outside but inside there is no growth," he explained.

He said the 1992-1993 crop was "slightly better" than the 1.377m tonnes produced in the disastrous 1983-1984 season.

## World bank unblocks Bolivian mining credit

By Chris Philipps in La Paz

THE WORLD Bank has released the remainder of a \$35m mining credit to Bolivia. It had been withheld since 1990 in protest at the slow pace of change within the state mining corporation.

According to World Bank officials, the Bolivian government was informed on December 17 that its right to make withdrawals from the fund had been reinstated. As some \$4.3m had been disbursed by October 1992, \$30.8m remains in the fund.

Recent actions within Comibol, prompted by the World Bank include the signing of an agreement with the Pincock consultancy to undertake a

structural review of the corporation. Comibol has also taken steps to reform its board of directors and acquired a new president in July.

The long-awaited disbursement of the World Bank credit signals what is widely expected to be the beginning of the end for the state mining corporation. The credit is specifically targeted at encouraging the participation of the private sector in investment in Comibol's mine holdings and may eventually lead to the partial, or even full-scale privatisation of the corporation.

Two obstacles to this course of action remain however in the form of union opposition and the Bolivian constitution, which currently bars the privatisation of the corporation.

## Australian wheat crop ravaged by storms

By Kevin Brown in Sydney

MORE THAN 40 per cent of Australia's wheat crop may have to be downgraded because of damage caused by heavy rain and hail storms, the Australian Wheat Board said yesterday.

Mr John Lawrence, managing director, said it would be several days before an accurate picture of the "disastrous" harvest would emerge. However, the worst hit farmers are expected to lose up to half their forecast income.

Officials said early estimates suggested that about 6m tonnes of the forecast crop of 14.4m tonnes had been affected by the weather, mostly in the week before Christmas.

The bad weather has had little impact on the most valuable wheat grades, which are mainly produced in the warmer growing areas of Queensland and northern New South Wales.

Conditions in South Australia, Victoria and southern New South Wales have had a devastating effect on production of Australian standard white wheat, which accounts for about 80 per cent of exports.

About half the damaged wheat may have to be downgraded to feed grade wheat, intended for animal consumption.

Feed grain is expected to sell for about A\$1.20 a tonne gross, compared with A\$1.80 a tonne for standard white.

The board said it may be difficult to dispose of the damaged wheat because of an international glut of feed grain caused by weather damage to European and Canadian crops and record US maize harvest.

Officials said there were no plans to destroy surplus grain, but some of the damaged wheat may be placed in storage until next year in the hope that prices will rise. Some of the damaged crop will be sold as lower grade milling wheat, at prices between A\$1.45 and A\$1.60 a tonne.

Prices for the premium grades are expected to be unaffected.

The board said it expected gross returns of A\$230 a tonne for prime hard wheat at 12 per cent protein, and A\$192 a tonne for hard wheat at 12 per cent protein.

Growers had hoped for a big improvement on the 1991-92 crop of 9.8m tonnes, when drought exacerbated the effects of a financial squeeze caused by high interest rates.

# Gloom behind the cocktail chatter

Devaluation has masked the problems facing British farmers

### FARMER'S VIEWPOINT



By David Richardson

their land unscrupled.

A few say, even now, that they will forgo the compensation that those who take the statutory proportion of their land out of production are entitled to, and attempt to survive at the reduced guaranteed prices imposed by the EC's council of agriculture ministers.

The majority, however, myself included, will bow to the will of the politicians and leave part of our land to grow weeds. The fact that the compensation for so doing has been initially set at what are widely recognised as fair figures and that these too will be raised, in the UK, by the devolution of the pound, is clearly significant to our decision.

I will not enter the debate about the ethics or the need for such activities but will suggest that enthusiasm for them among farm folk is as much to do with the opportunities they provide for getting together and talking shop in a relaxed atmosphere as for the kill or the chase. In that respect their function is similar to urban drifts parties.

Chatter over mulled wine, whisky macks and rusty nails during the recent festive season has been, perhaps surprisingly, moderately bullish.

Last year saw the beginning of a fundamental reform of the system of European Community agricultural support that will cut commodity prices substantially over the next three years, as well as the most difficult autumn for decades. But it continued until the end of the year – causing untold damage to soil structure as well as the loss of thousands of acres of potatoes and sugar beet. The rains also had made it impossible to plant between 15 per cent and 20 per cent of the autumn grain intended for harvesting next August and led to poor establishment of that was planted.

The costs of that wet weather will not be felt until later this year and perhaps beyond. They will take the form of a severely reduced UK harvest next summer and

subsequent expenditure on cultivations as farmers attempt to repair soil structure by draining and sub-soiling.

That is something to contemplate in the future, however.

Most of the talk over Christ-

mas was of the high prices

farmers had made on the grain

they gathered from last har-

vest; of the savings they had

made as a result of lower har-

vest interest rates or overdrafts;

and of the reintroduction of

capital allowances in the chan-

cellor's autumn statement,

which would help them retool

with much needed equipment

instead of paying tax on the

unexpected profits.

Much of the relief they felt

arose from the fact that they

found themselves at the end of

what could have been a hor-

rible year, better off than they had feared.

Their delight, in other words,

was somewhat Micawberish

in that they now expected to

make a small profit instead of

a small loss. I was left with

the impression that many also fol-

lowed the Dickensian character

of cases this has resulted in a

decision to farm for the maxi-

mum subsidy more than most

have ever done before.

The political culture shock

was followed by another of an

extended meteorological

nature. Half way through the

grain harvest of 1992 it began

to rain. At first it was wel-

comed as a break in the near

four-year drought and a boost

to depleted water reserves. But it

continued until the end of

the year – causing untold

damage to soil structure as

well as the loss of thousands

of acres of potatoes and sugar

beet. The rains also had made

it impossible to plant between

15 per cent and 20 per cent of

the autumn grain intended for

harvesting next August and

led to poor establishment of

that was planted.

The costs of that wet weather

will not be felt until

later this year and perhaps

beyond. They will take the

form of a severely reduced UK

harvest next summer and

make it necessary to import

more grain from abroad.

The British government and

the European Commission

have, anyway, by restricting

the green currency system

used for intra-community

trade, effectively deprived

UK farmers of the full benefits

that might have been derived from

the sterling devaluation. So the foreign exchange bonus enjoyed by arable farmers has proved to be very limited.

Levels of compensation for not producing – for setting aside land – are another issue. Most of the talk over Christ-

mas was of the high prices

farmers had made on the grain

they gathered from last har-

vest; of the savings they had

made as a result of lower har-

vest interest rates or overdrafts;

and of the reintroduction of

capital allowances in the chan-

cellor's autumn statement,

## LONDON STOCK EXCHANGE

## Record close after an erratic session

By Terry Byland,  
UK Stock Market Editor

INTEREST RATE optimism returned to encourage the London stock market on its first trading day of 1993, taking the FT-SE Index ahead to a new all-time high, but only towards the close of an erratic session. Dollar strength helped the blue chips while pressure on the French franc appeared to increase the likelihood of interest rate cuts across the ERM countries, thus opening the way for the widely-predicted cut in UK rates.

The final reading put the FT-SE Index at 3,861.5, up 15 points on the day to a new closing peak, which followed a trading record of 2,867.9 reached at mid-afternoon. But the morning session saw the Footsie down by more than 16 points in the face of weakening prices for UK government bonds.

Dollar strength was broadly helpful across the range of international stocks but suggestions of demand for stock index futures was not borne out by trading specialists. Interest rate hopes, on the other hand, spurred the second line stocks ahead again vigorously, taking the FT-SE Mid 250 Index ahead by around 1.2 per cent to a fresh peak of 2,862.9. Increased demand for the Mid 250 second line issues is believed by many analysts to

provide the clearest evidence to date of a genuine revival in confidence in the stock market and in the wider economy. Share trading volume jumped to 606.8m shares, still on the low side despite comparison with the 228.9m shares traded on New Year's Eve, when retail value, the true measure of equity market activity, reached only £283.6m, barely one third of normal levels.

Initial weakness in equities reflected warnings from some market strategists that the stock market rally could be challenged by right issues as well as by increased government funding. Nervousness was also fuelled by the falls in government bonds and by perceptions that Mr John Major, the UK prime minister, had in a television interview expressed somewhat cautious

views on the inflationary outlook in the UK.

Market strategists remained optimistic towards the outlook for UK equities for this year although several expressed relative caution over the short term. Hoare Govett, the UK securities house, saw a "modest recovery" in the British economy, with a fall in base rates to 5 per cent providing a boost for equities by the second half of 1993.

At Nikko, Mr Peter Thorne forecast a Footsie at 2,900 by March and 3,000 by the end of the year, regarding possible weakness in gilts as the main danger to UK equities. On a global view, Nomura Research Institute Europe calls for an aggressive shift into equities with UK and Japan leading the way higher in the near term.

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Std. Price	Offer Price	+	Yield	Std. Price	Offer Price	+	Yield	Std. Price	Offer Price	+	Yield	Std. Price	Offer Price	+	Yield	Std. Price	Offer Price	+	Yield	Std. Price	Offer Price	+	Yield		
Profile Life & Pensions Ltd																									
Supervate, Kendall, Daniels Ltd	107.9	107.9	0.557	0579 737373																					
Managed Fund for Balance Grou...																									
Life Fund																									
Managed Grou. Fund	156.1	156.1	1.2																						
Corporate Money	122.2	122.2	1.2																						
Cash Fund	111.7	111.7	1.0																						
Property Fund	174.0	174.0	1.1																						
Fed. Inv. Fund	126.2	126.2	1.2																						
Investment Fund	119.2	119.2	1.2																						
High Income Fund	150.0	150.0	1.2																						
Life Fund	143.4	143.4	1.2																						
North American Fund	117.3	117.3	1.2																						
Extra Inv. Fund	117.3	117.3	1.2																						
Extra Inv. G. Fund	177.5	177.5	1.2																						
Global Pensions Fund	142.0	142.0	1.2																						
Port & Bond Fund	119.2	119.2	1.2																						
Corporate Bond Fund	119.2	119.2	1.2																						
Recovery Fund	111.3	111.3	1.2																						
Equity Fund	111.3	111.3	1.2																						
Equity Income Fund	111.3	111.3	1.2																						
High Income Fund	110.1	110.1	1.2																						
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## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Intervention to support franc

BOTH THE BUNDES BANK and the Bank of France intervened on the foreign exchanges in support of the French franc yesterday, as dealers indicated that they may be prepared to carry out the threatened New Year speculation against the French currency, writes James Blitz.

The intervention by both central banks was estimated to be on the modest side, and by the close of European trading, the franc was at FFr3.419 against the D-Mark, still more than a centime above its floor against the German currency in the Exchange Rate Mechanism.

But the French franc's weakness was underlined by the fact that it fell by more than a centime on the very same day that the dollar enjoyed one of its strongest rallies since the autumn currency crisis.

In the past, the dollar's strength has helped to ease ERM tensions. But, yesterday, buoyed by a very good set of US economic indicators over the Christmas and New Year period, the dollar peaked at DM1.6413. It closed at DM1.6365, up nearly two pence on the day.

There was a feeling yesterday that the foreign exchange

market was still not operating at full speed. Not all dealers have returned from holiday, and Mr Steve Hannah, head of research at IBJ International in London, said that many analysts were waiting to see whether the Bundesbank would ease rates at its council meeting on Thursday. Mr Hannah admitted, however, that the prospect of this was small.

The quietness of trading was not enough to stop a number of alarm bells going off in the ERM, however. The first was a sharp rise in French money market rates, with the overnight rate seen as high as 13% per cent yesterday. The Bank of France did not raise its intervention rate, although a sustained period of high market rates would make this unavoidable.

The Irish punt also came under renewed pressure on the first full day of trading after the abolition of exchange controls on January 1. The 1 week rate in the Irish punt market was still not operating at full speed. Not all dealers have returned from holiday, and Mr Steve Hannah, head of research at IBJ International in London, said that many analysts were waiting to see whether the Bundesbank would ease rates at its council meeting on Thursday. Mr Hannah admitted, however, that the prospect of this was small.

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First, he believes that the dollar's rally may signify a flight out of European currencies altogether, as ERM turbulence continues, rather than a move out of the D-Mark.

He also believes that the Bundesbank will be increasingly concerned by the prospect of imported inflation if the dollar continues to gain strength against the German currency. "Dollar strength could make an easing less likely," he said.

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## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

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## مکان من الأصل



## AMERICA

# Dow retraces early advance by midsession

## Wall Street

IN SPITE of more good economic news and a big rally in bond prices, US stock prices were either flat or lower at mid-session yesterday, writes *Patrick Harrison in New York*.

At 1pm, the Dow Jones Industrial Average was up 6.43 at 3,307.58. The more broadly based Standard & Poor's 500 was up 0.06 at 385.77, while the Amex composite was down 1.71 at 397.52, and the Nasdaq composite 4.15 lower at 872.77. Trading volume on the NYSE was 117m shares by 1pm, and declines outnumbered rises by 966 to 324.

Prices opened firmer, with the Dow rising almost 15 points in the first 30 minutes as investors went in search of bargains after the New Year's Eve sell-off. The buying, however, quickly petered out, and by mid-morning prices were either flat or slightly negative, with secondary indices particularly weak.

More good economic news - a larger-than-expected 2.1 per cent rise in November construction spending (its highest level for more than two years) - failed to boost sentiment. Investors also ignored a strong bond market, where the benchmark 30-year government issue

was up almost three quarters of a point.

Market watchers said that investors were probably holding their fire in advance of Friday's important jobs data, which is expected to give the best reading yet on the state of the economic recovery.

Among individual stocks, leading industrial issues were mostly firmer. IBM, which took

SAO PAULO saw another spurt in Brazilian equities, the Bovespa index rising 5.16%, or 7.6 per cent, to 72,897 by the early afternoon.

a dreadful beating in 1992, started the new year on a positive note, climbing 9% to 550 in volume of 1.6m shares.

Merck rose 8% to \$44. Eastman Kodak put on 8% to \$41% and Du Pont added 5% to \$47.

Motor stocks were buoyant, aided by hopes that consumer spending will pick up this year. General Motors firmed 5% to \$32, Ford climbed 8% to \$43% and Chrysler put on 5% to \$32.

Helene Curtis rose 8% to \$43.4% after the Chicago-based cosmetics company announced a fiscal third-quarter profit of 44 cents a share, up from 36 cents a share a year earlier. Hubco was also notably stron-

ger, up 8% to \$18% on the American Stock Exchange amid reports that analysts' estimates of \$1.70 for 1993 earnings could be far too conservative.

On the Nasdaq market, selected leading technology stocks eased. Microsoft fell 8% to \$34%, Apple dropped 5% to \$58%, and Intel slipped 5% to \$56%.

## Canada

TORONTO was weaker at mid-session as the bullion price reached a seven-year low. The TSE-300 index was 7.6 lower at 3,342.3 in volume of 1.4m shares valued at C\$116.3m. Declines led advances by 146 to 215, with 199 issues unchanged.

Pegasus Gold fell C\$4% to C\$17% while American Barrick dropped C\$4% to C\$38%.

Elsewhere, Newbridge Networks slipped C\$1% to C\$80% and TransCanada Pipelines lost C\$4% to C\$17%.

## SOUTH AFRICA

A LOWER bullion price depressed sentiment at the gold index lost 13 to 786, the overall index fell 7 to 3,252 and industrials weakened 4 to 4,359. De Beers bucked the easier trend, adding 25 cents at R57.75.

## EUROPE

# Bourses open new year in mixed fashion

CONTINENTAL bourses started 1993 in a mixed fashion, writes *Our Markets Staff*.

FRANKFURT, not widely fêted as a prospect for 1993, started the new year by giving up most of the gains it made on window-dressing last week. The DAX index closed 13.72 lower at 1,531.33 as turnover fell from DM3.8m to DM2.3m.

Sunday's resignation of the economics minister, Mr Jürgen Möller, added to negative sentiment created by the poor outlook for the German economy. Retailers were weak as the January sales started. Karstadt dropping DM18 to DM42.

PARIS eased in thin trading as a rise in short-term interest rates fanned fears of a possible rise in headline rates to defend

## FT-SE Actuaries Share Indices

		THE EUROPEAN SERIES											
		Open	10.30	11.00	12.00	13.00	14.00	15.00	Close				
FT-SE Eurotrack 100	108.71	106.33	103.82	102.52	102.44	101.53	105.97	103.42					
FT-SE Eurotrack 200	116.95	117.04	117.23	117.60	116.94	117.44	117.18	117.47					
										Dec 31	Dec 30	Dec 29	Dec 24
													Dec 23
FT-SE Eurotrack 100	103.35	108.02	108.67	107.89	107.93	107.60							
FT-SE Eurotrack 200	116.11	116.76	117.59	116.02	115.43								

Figures in 1000 (000) 0000 High/Low 100 - 104/105 200 - 117.29 Low/Low 100 - 101.04 200 - 116.65

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